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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: financing of the United Nations peacekeeping operations

Support account for peacekeeping operations

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 51/239 A of 17 June 1997. In that resolution, the Assembly authorized for the 12-month period from 1 July 1997 to 30 June 1998 an amount of $32,426,500 for the support account for peacekeeping operations, the financing of which was prorated among the individual budgets of active peacekeeping operations; entry into commitments not exceeding $808,500 for rental of premises; and a staffing establishment of 346 temporary posts; and requested the Secretary-General when submitting his support account proposals for the period from 1 July 1998 to 30 June 1999 to address a number of specific issues raised by the Assembly.

As requested by the General Assembly, a separate performance report on the use of support account resources for the period from 1 July 1996 to 30 June 1997 is submitted for the first time in document A/52/838. Information on support account expenditures during the first six months (1 July-31 December 1997) of the current period from 1 July 1997 to 30 June 1998 is provided in the present report on support account requirements for the period from 1 July 1998 to 30 June 1999.

As requested in resolution 51/239 A, the preparation of the Secretary-General's support account proposals for the period from 1 July 1998 to 30 June 1999 takes account of the

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outcome of an in-depth evaluation and comprehensive review intended to substantiate the post and non-post requirements proposed. The Secretary-General's proposals for the period also include, among other things, proposals related to implementation of General Assembly resolution 51/243 of 15 September 1997 on gratis personnel and implementation of the Rapidly Deployable Mission Headquarters.

For the period from 1 July 1998 to 30 June 1999, the Secretary-General estimates support account resource requirements in the amount of $39,409,400. The Secretary-General also proposes a staffing establishment of 469 temporary posts.

The actions to be taken by the General Assembly as set out in paragraph 46 of the report are approval of the support account estimate of $39,409,400 for the period from 1 July 1998 to 30 June 1999; a decision to apply the unencumbered balance of $2,468,400 for the period from 1 July 1996 to 30 June 1997 to the resources required for the period from 1 July 1998 to 30 June 1999; and a decision to prorate the balance of $36,941,000 among the individual active peacekeeping operations to meet the requirements of the support account for the period from 1 July 1998 to 30 June 1999.

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Abbreviations

MICIVIH	United Nations/Organization of American States International Civilian Mission in Haiti
MINUGUA	United Nations Verification Mission in Guatemala
MINURSO	United Nations Mission for the Referendum in Western Sahara
MIPONUH	United Nations Civilian Police Mission in Haiti
MONUA	United Nations Observer Mission in Angola
ONUCA	United Nations Observer Group in Central America
ONUMOZ	United Nations Operation in Mozambique
ONUSAL	United Nations Observer Mission in El Salvador
SFOR	Stabilization Force
UNAMIC	United Nations Advance Mission in Cambodia
UNAMIR	United Nations Assistance Mission for Rwanda
UNAVEM	United Nations Angola Verification Mission
UNCRO	United Nations Confidence Restoration Operation in Croatia
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFPA	United Nations Population Fund
UNGCI	United Nations Guard Contingent in Iraq
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIIMOG	United Nations Iran-Iraq Military Observer Group
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIH	United Nations Mission in Haiti
UNMLTC	United Nations Military Liaison Team in Cambodia
UNMOP	United Nations Mission of Observers in Prevlaka
UNMOT	United Nations Mission of Observers in Tajikistan
UNOMIG	United Nations Observer Mission in Georgia
UNOMIL	United Nations Observer Mission in Liberia
UNOMUR	United Nations Observer Mission Uganda-Rwanda
UNOPS	United Nations Office for Project Services
UNPF	United Nations Peace Forces
UNOSOM	United Nations Operation in Somalia

UNPOS	United Nations Political Office for Somalia
UNPREDEP	United Nations Preventive Deployment Force
UNPROFOR	United Nations Protection Force
UNSCO	United Nations Special Coordinator in the Occupied Territories
UNSMA	United Nations Special Mission to Afghanistan
UNSMIH	United Nations Support Mission in Haiti
UNTAC	United Nations Transitional Authority in Cambodia
UNTAES	United Nations Transitional Administration for Eastern Slavonia, Baranja and Western Sirmium
UNTAG	United Nations Transition Assistance Group
UNTMIH	United Nations Transition Mission in Haiti
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. The proposed requirements for the support account for the period from 1 July 1998 to 30 June 1999, compared with the requirements approved for the current period, are as follows:

Resources	
	$
Approved for the period from 1 July 1997 to 30 June 1998	32 426 500
Proposed for the period from 1 July 1998 to 30 June 1999	39 409 400
Change	6 982 900
Posts	
Approved for the period from 1 July 1997 to 30 June 1998	346
Proposed for the period from 1 July 1998 to 30 June 1999	469
Change	123
The net change of 123 posts is broken down as follows:	
New posts	20
Deletion	(3)
In replacement of gratis personnel	106

2. Details in respect of these requirements are provided in the present report.

3. Pursuant to paragraph 10 of resolution 51/239 A of 17 June 1997, the support account performance report for the period from 1 July 1996 to 30 June 1997 is submitted in document (A/52/838). Information on support account expenditures during the first six months (1 July-31 December 1997) of the current period from 1 July 1997 to 30 June 1998 is provided in the present report.

II. New posts

Rapidly Deployable Mission Headquarters

4. For the reasons explained in paragraphs 5 to 12 below, eight posts (one P-5, six P-4 and one P-3) for the Department of Peacekeeping Operations (DPKO) are requested for the Rapidly Deployable Mission Headquarters.

5. In paragraph 2 of its resolution 50/30 of 6 December 1995, the General Assembly endorsed the proposals, recommendations and conclusions contained in paragraphs 35 to 93 of the report of the Special Committee on Peacekeeping Operations (A/50/230). In paragraph 81 of its report, the Special Committee considered that other measures might also be taken to enhance the capacity of United Nations peacekeeping operations to deploy rapidly and, in that context, urged the Secretary-General to develop a rapidly deployable headquarters team comprised of personnel skilled in essential military and civilian headquarters functions.

6. In paragraph 2 of its resolution 51/136 of 13 December 1996, the General Assembly endorsed the proposals, recommendations and conclusions contained in paragraphs 29 to 85 of the report of the Special Committee (A/51/130 and Corr.1). In paragraph 69 of its report, the Special Committee requested the Secretariat to keep Member States informed with regard to the development and composition of a rapidly deployable headquarters team.

7. In part I, paragraph 1, of its resolution 51/219 of 18 December 1996, the General Assembly adopted the proposed medium-term plan for the period 1998-2001,[1] together with the relevant recommendations and conclusions of the Committee for Programme and Coordination. In part II, paragraph 53 (j), of its report (A/51/16), the Committee for Programme and Coordination had added a new subparagraph after subparagraph 2.6 (f) (former paragraph 2.6 (e)), reading: "(g) The development, in the most transparent manner, of a rapidly deployable team composed of persons skilled in the essential military and civilian headquarters functions giving detailed consideration to its structure and mode of funding".

8. In paragraph 2 of its resolution 52/69 of 10 December 1997, the General Assembly endorsed the proposals, recommendations and conclusions contained in paragraphs 34 to 90 of the report of the Special Committee (A/52/209). In paragraph 80 of its report, the Special Committee welcomed the efforts of the Secretariat in providing information on the establishment of the rapidly deployable mission headquarters and requested to be kept informed regularly on all aspects for the plan for its implementation.

9. In paragraph 13 of his progress report of 24 December 1996 (S/1996/1067) to the Security Council on standby arrangements for peacekeeping, the Secretary-General had stated:

> "An important effort by the United Nations is the development of a rapidly deployable mission headquarters (RDMHQ). In the past, military contingents and other components arrived in the mission area and operated for extended periods without a proper mission headquarters. To overcome this problem, and in keeping with the recommendation of the General Assembly contained in resolution 50/30 of 6 December 1995, I have decided to establish within the Secretariat, the skeleton of a RDMHQ. In brief, this RDMHQ would enable the United Nations to deploy quickly a cohesive team of essential civilian and military personnel in the mission area. This would ensure that the deployment and initial phases of a peacekeeping operation receive the necessary management and guidance. The RDMHQ would consist of earmarked personnel currently in the Secretariat, personnel nominated by Governments who would remain in their home country until deployment, and a small core of personnel for functions which will require full-time attention. The RDMHQ could remain in the mission area for the first three to six months, during which time it would be replaced, in a gradual fashion, by a mission headquarters staffed by personnel recruited for that purpose. It is hoped that the RDMHQ will be functional in early 1997."

10. In his address before a ministerial meeting of the friends of rapid deployment held in New York on 24 September 1997, the Under-Secretary-General for Peacekeeping Operations had stated that the RDMHQ was envisaged as a three-tiered structure, with 8 persons serving full-time, 29 being drawn from existing resources by "double-hatting" persons who were already fully employed by the Secretariat but who could be taken away from their duties on short notice for a period up to three months, and 24 being "double-hatted" within their respective national establishments. As regards the first tier, eight officers from a large pool of nominees had been identified who would serve as full-time United Nations personnel within the RDMHQ. However, a satisfactory solution had not been found

to the crucial question of obtaining adequate funding for the RDMHQ and, in particular, for the first tier: the eight core posts. The first tier was essential to the RDMHQ's effectiveness. While voluntary contributions continued to be sought for the RDMHQ, the contributions received so far fell far short of the total of nearly $3.2 million that had been identified as necessary for the first two years of the RDMHQ. In view of this, and as indicated by the Secretary-General in his letter of 31 July 1997 to the Co-Chairmen of the Friends of Rapid Deployment, he intended to seek funding from the support account and to place proposals to that effect before the General Assembly at its fifty-second session. At the same time, it was recognized that the RDMHQ must be considered in the context of a complete review of DPKO staffing requirements and proposals for support account funding for many of the posts now filled by loaned officers.

11. In paragraph 15 of his progress report of 24 December 1997 (S/1997/1009) to the Security Council on standby arrangements for peacekeeping, the Secretary-General states:

> "The Secretariat is continuing to explore with Member States suitable arrangements for the establishment of a rapidly deployable mission headquarters. Such a headquarters could play an important role in ensuring a quick and effective response to emerging crises."

12. Contributions totalling $307,300 have been received from and another $167,800 pledged by six Member States since the establishment of the Trust Fund for the Rapidly Deployable Mission Headquarters. For the reasons indicated in paragraph 10 above, no expenditures against those contributions have been authorized thus far. Should the General Assembly approve the Secretary-General's request for eight new support account posts for the first-tier, full-time component of the RDMHQ, it is the intention to seek the views of the donors as to the disposition of their contributions.

Civilian Police Unit

13. One new post at the D-1 level is requested for the Civilian Police Unit in DPKO, pursuant to paragraph 2 of resolution 52/69, in which the General Assembly endorsed the proposals, recommendations and conclusions contained in paragraphs 34 to 90 of the report of the Special Committee on Peacekeeping Operations (A/52/206). In paragraph 74 of its report, the Special Committee once again urged the Secretary-General to continue his efforts to strengthen the Civilian Police Unit within the Department.

Assets management

14. Eight posts (one P-4, three P-3 and four General Service (one at the Principal level)) are requested for the Electronic Services Division of DPKO for implementation of the peacekeeping assets management function. In this connection it will be recalled that, during the fifty-second session, the Secretary-General also submitted a report on the management of peacekeeping assets, specifically, the field assets control system (A/51/957). In paragraph 23 of the report, the Secretary-General had requested four additional support account-funded posts (one P-4, two P-3 and one General Service) for the Department during the period from 1 July 1997 to 30 June 1998 to ensure effective use and future development of the system. The Advisory Committee, in paragraph 24 of its related report (A/52/407), stated that it had no objection to the Secretary-General's request, on the understanding that the need for the posts be met through redeployment. At the same time, in paragraph 25 of its report, the Advisory Committee stated that it had been informed, upon inquiry, that

assuming resources were provided on 1 January 1998, the field assets control system would be fully finalized and deployed by 31 December 1998. After complete implementation of that system, including the in-mission tracking and movement modules, the balance of the field mission logistics system would be developed and deployed. Furthermore, the Secretariat anticipated that the additional resources for the development, deployment, maintenance and support of the field mission logistics system – to be included in the 1998-1999 support account submission – were estimated to be one P-4, three P-3 and four General Service, of whom one P-3 and two General Service would provide electronic data-processing support. In part II of its resolution 52/1 of 15 October 1997, the General Assembly endorsed the proposal for the development and implementation of the field assets control system; took note of the intention of the Secretary-General to continue to develop the field mission logistics system; and decided to consider this question during the second part of its resumed fifty-second session. The General Assembly did not take any decision on the Secretary-General's initial request for four additional support account-funded posts (one P-4, two P-3 and one General Service) for DPKO to ensure effective use and future development of the field assets control system during the period from 1 July 1997 to 30 June 1998, hence the new post requests for the peacekeeping assets management function.

Office of Internal Oversight Services

15. Two new posts (one P-4 and one General Service) are requested for the Investigations Section of the Office of Internal Oversight Services. The number of peacekeeping-related investigations conducted by the Office has been significant. However, thus far, no support account posts have been provided to the Office for the performance of this function.

Contributions Section

16. One new post (one General Service) is requested for the Contributions Section of the Financial Management Office of the Department of Management in view of the workload it has to address.

III. Implementation of recommendations of the General Assembly on gratis personnel

17. In part III, paragraph 29, of its resolution 52/220 of 22 December 1997, the General Assembly reiterated its request that gratis personnel be phased out in accordance with the provisions of resolution 51/243 of 15 September 1997 on gratis personnel and other entities.

18. Pursuant to paragraphs 9 and 13 of General Assembly resolution 51/243, the Secretary-General submitted a report on phasing out the use of type II gratis personnel in the Secretariat (A/52/710). In paragraphs 13 to 15 of the report, which deals with DPKO, the Secretary-General indicated that a number of additional posts would be requested under the support account. Pending a review and in-depth evaluation of the use of support account resources, including comprehensive substantiation of post and non-post requirements, as requested by the Assembly in its resolution 51/239 A, it was not possible at that stage to identify the exact number of posts required.

19. Following the in-depth evaluation and comprehensive review of DPKO, 106 posts are requested in replacement of gratis personnel.

20. Should the General Assembly authorize these post requests, it would be the intention of the Secretary-General to advertise externally those positions which require expertise not available in the Secretariat. In the case of approximately 36 of such externally advertised positions, the operational requirements of DPKO would further necessitate the recruitment of officers in active military or police service. Where the services of active service military/police personnel would be required, qualified personnel may only be secured in those circumstances where a Member State is in a position to release personnel on secondment from their national service obligations. The operational requirements referred to derive from the fact that military observers, civilian police officers and troops comprise substantial components of the peacekeeping operations that are managed and supported by DPKO. Both the planning and day-to-day operational management of the missions at Headquarters involve military/police aspects that are best handled by military/police staff in active service.

IV. In-depth evaluation and comprehensive review of total human resources requirements for Headquarters backstopping of peacekeeping operations (General Assembly resolution 51/239 A, paras. 6-8)

21. The Secretariat has carried out the in-depth evaluation and comprehensive review called for by the General Assembly in its resolution 51/239 A. As requested, in arriving at his proposals for support account post and non-post requirements for the period from 1 July 1998 to 30 June 1999 for DPKO and other departments/offices involved, the Secretary-General has taken account of the totality of human resources from all sources of funding available; the overall evolution of peacekeeping budgets; and lessons learned from the previous year of operation of the support account.

22. With regard to DPKO, an in-depth evaluation and comprehensive review of its total human resources requirements was conducted. As a starting point, the Department considered the activities envisaged for the period from 1 July 1998 to 30 June 1999, the need to ensure the capacity to respond effectively to relevant legislative mandates and the workload associated with backlogs. On that basis, a determination was made as to the total resources required to accomplish those tasks. During the conduct of the review, it became evident that the number of regular budget posts (55) together with the number of currently authorized support account posts (224) would not be adequate to support the anticipated workload. A needs assessment was also carried out of all functions performed by gratis personnel, the results of which are reflected in this report. The review also took account of requirements arising from the RDMHQ; strengthening of the Civilian Police Unit; implementation of the field assets control system; the field mission logistics system; and the impact of phasing out of gratis personnel.

23. The current structure of DPKO was also examined to determine whether modifications should be made in view of the changing nature of peacekeeping. The conclusion of the review was that the structure was generally sound, although some modifications have been initiated. In undertaking the evaluation, several issues that merited particular attention were borne in mind.

24. One such issue related to the Advisory Committee's recommendation in paragraph 18 of its report of 21 May 1997 (A/51/906 and Corr.1) and in paragraph II.28 of its report of 2 October 1997 (A/52/7 (Chap. II, Part II)), that the time has come to evaluate the operation of the Situation Centre and its resource requirements, including its cost-

effectiveness, and that the results of the evaluation be reflected in the next budget submission of the Secretary-General on the support account. Following evaluation, the results of which are reflected in this report, it was decided that there was a need to tighten the links between the Office of Operations and the Situation Centre, since the latter is the focal point of communications and information between Headquarters and field operations. The Situation Centre has therefore been transferred to the Office of Operations.

25. Another issue considered related to paragraphs II.8 to 10 of the Advisory Committee's report (ibid.), in which the Committee remarked on several areas of possible duplication in the work of the Department of Political Affairs and DPKO and on an overlap in the desk officer system in the two Departments and expressed its intention to revert to this matter. The General Assembly, in part III, paragraph 18 of its resolution 52/220 also requested the Secretary-General to continue to review the division of responsibilities between the Department of Political Affairs and DPKO so as to guarantee clear delineation of their respective tasks and to avoid duplication and overlap. A review of whether there was such overlap between the Department of Political Affairs' regional divisions and DPKO's Office of Operations, both of which are organized along geographical lines, was carried out. The conclusion of the review was that the division of labour between the two Departments is clear. In brief, regional divisions in DPKO's Office of Operations are devoted to the day-to-day as well as the longer-term requirements for the smooth functioning and overall success, within the Security Council's mandate, of assigned peacekeeping operations. The regional divisions in the Department of Political Affairs are devoted to the analysis of larger political trends and the formulation of options for preventive diplomacy and peacemaking, especially in countries in which no peacekeeping operation is in place.

26. A third issue related to the lessons learned function, which, following review, has been consolidated with the Policy and Analysis Unit of the Office of the Under-Secretary-General.

27. A trend that has had an impact on the work of DPKO and was taken into account in the comprehensive review is the fact that the Security Council has become more likely to ask the Secretariat to carry out credible contingency planning. Considerable effort has been devoted to the planning and preparation associated with operations that have not been deployed. In addition, the Medical Support Unit has been transferred to the Logistics and Communications Service of the Field Administration and Logistics Division.

28. One lesson that has been drawn from an analysis of peacekeeping trends as they relate to the present report is that by the time a crisis breaks, it is too late to build the Secretariat capacity that would be required to address it. This was the hardest lesson from Cambodia, Somalia and Bosnia and Herzegovina. DPKO was being built while these operations were already under way. By the time UNPROFOR ended, DPKO was just beginning to approach the capacity to conduct operations that had been lacking in earlier years. It is roughly at that level that the Department remains today. The capacity to implement Security Council decisions over and above the level of existing operations must be given due consideration.

29. The considerations taken into account for the evaluation and review of DPKO requirements were, with varying degrees of applicability, similarly borne in mind with regard to the determination of the requirements of other departments/offices provided with support account resources that are reflected in this report.

30. Tables 1 and 2 and figures 1 and 2 provide pertinent information on the evolution of peacekeeping budgets and peacekeeping trends. Compared with the period from 1 July 1997 to 30 June 1998, the number of active peacekeeping missions financed from the special accounts to be backstopped at Headquarters during the period from 1 July 1998 to 30 June 1999 remains unchanged at 11. This number does not take account of the potential for two

possible missions in Africa being authorized by the Security Council some time during the first half of 1998.

31. The initial total dollar value of all active peacekeeping operations for the period from 1 July 1998 to 30 June 1999 is currently projected at some $746 million, as compared with the corresponding initial ($841 million (A/C.5/51/48)) and updated ($912 million (A/C.5/52/38)) levels for the period from 1 July 1997 to 30 June 1998. Based on experience, the actual level for the period from 1 July 1998 to 30 June 1999 is expected to be higher than the initial projected level, bearing in mind in particular that the mandates and operational requirements of some of the active missions may be modified during the period; that no account has been taken of the potential additional cost of two possible African missions; and that there will be need to seek additional resources for UNPF to provide for reimbursements to troop-contributing countries.

32. In this connection, it has been the Secretariat's consistent position that there is no direct linkage between the total dollar level of all active peacekeeping operations and the backstopping workload performed at Headquarters. The precipitous drop in the total dollar value of all active peacekeeping operations from some $3.2 billion at the end of 1995 to about $1.3 billion in 1996 was due to the end of UNPF and UNOSOM, whose combined budgets constituted about half of the total dollar value of all peacekeeping operations. Since then, the number of active peacekeeping operations being backstopped has not declined. Smaller missions require no less support than larger missions and can be more complex to administer: especially in the case of certain missions when the Security Council decides to authorize short mandate period extensions accompanied by their conversion and renaming into new follow-on missions that may or may not entail corresponding modifications to their mandates and related operational requirements within the same financial period (for example, UNMIH into UNSMIH, UNTMIH, MIPONUH; UNAVEM into MONUA; UNTAES into the Support Group). Work on completed and closed missions remains to be done.

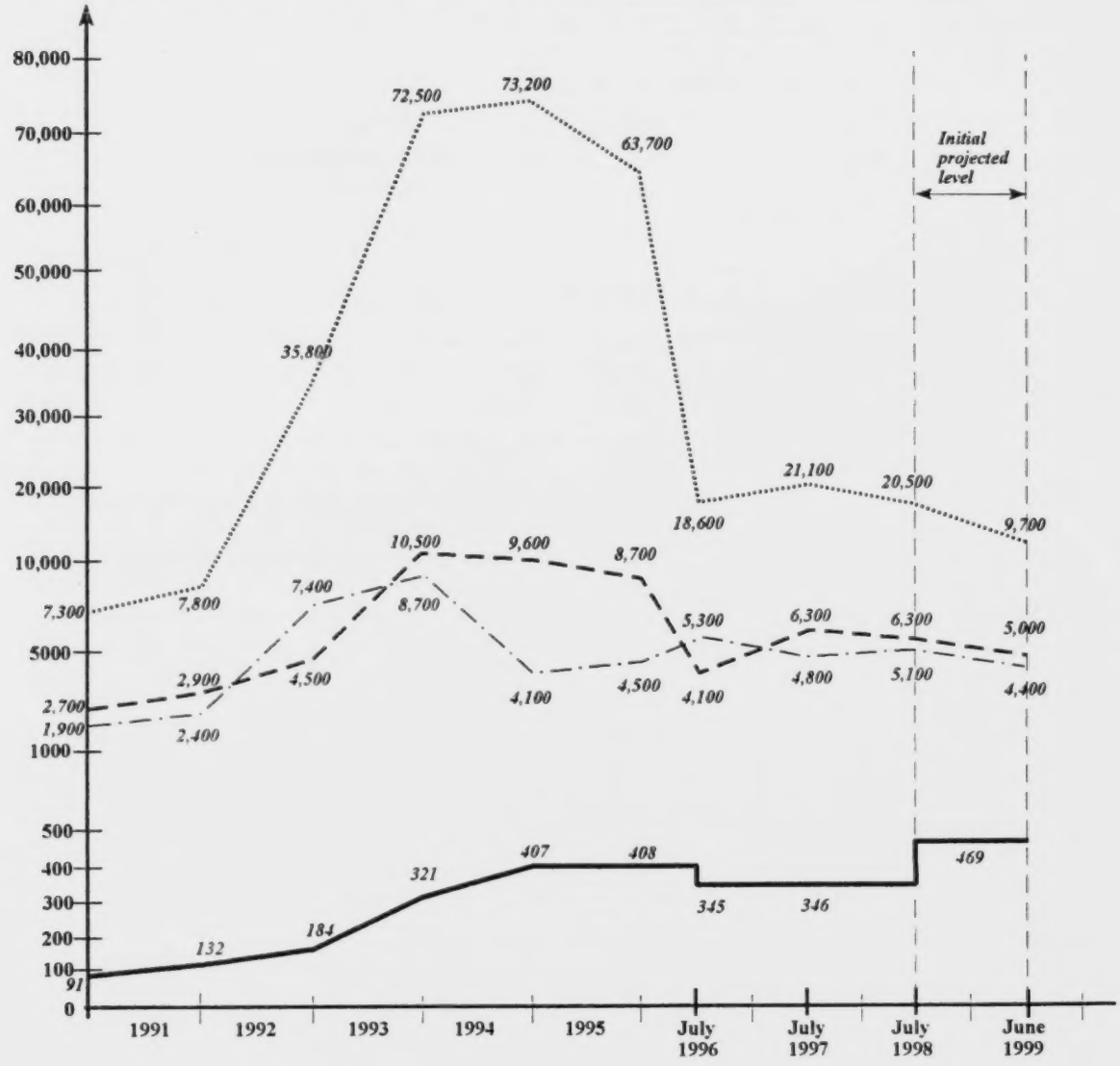
Table 1
Indicative cost of peacekeeping operations compared with the cost of the support account
(Millions of United States dollars)

	1990	*1991*	*1992*	*1993*	*1994*	*1995*	*1 January-30 June 1996*	*1 July 1996-30 June 1997*	*1 July 1997-30 June 1998*	*1 July 1998-30 June 1999*
Cost of peacekeeping operations										
Special account	378.80	449.00	1 697.00	2 970.20	3 500.00	3 200.00	725.00	1 300.00	958.00[a]	746.00
Regular budget	31.20	31.20	37.80	37.80	38.00	33.00	15.10	30.20	32.10	34.50
Total	410.00	480.20	1 734.80	3 008.00	3 538.00	3 233.00	740.10	1 330.20	990.10	780.50
Cost of support account	4.00	5.70	10.60	18.30	27.10	33.30	15.30	30.50	32.40	39.40
Support account as a percentage of the cost of peacekeeping operations	1.0	1.2	0.6	0.6	0.8	1.0	2.1	2.3	3.3	5.0

[a] Excludes possible requirements that may arise during the first half of 1998 in connection with two peacekeeping missions in Africa and requirements arising from possible changes in mandates and operational requirements for some missions.

Figure I

Number of support account posts, including posts funded from general temporary assistance, compared with numbers of troops, military observers, civilian police and internationally/locally recruited civilian staff for all peacekeeping missions



Highest number of troops reported during the year

Number of military observer and civilian police positions authorized

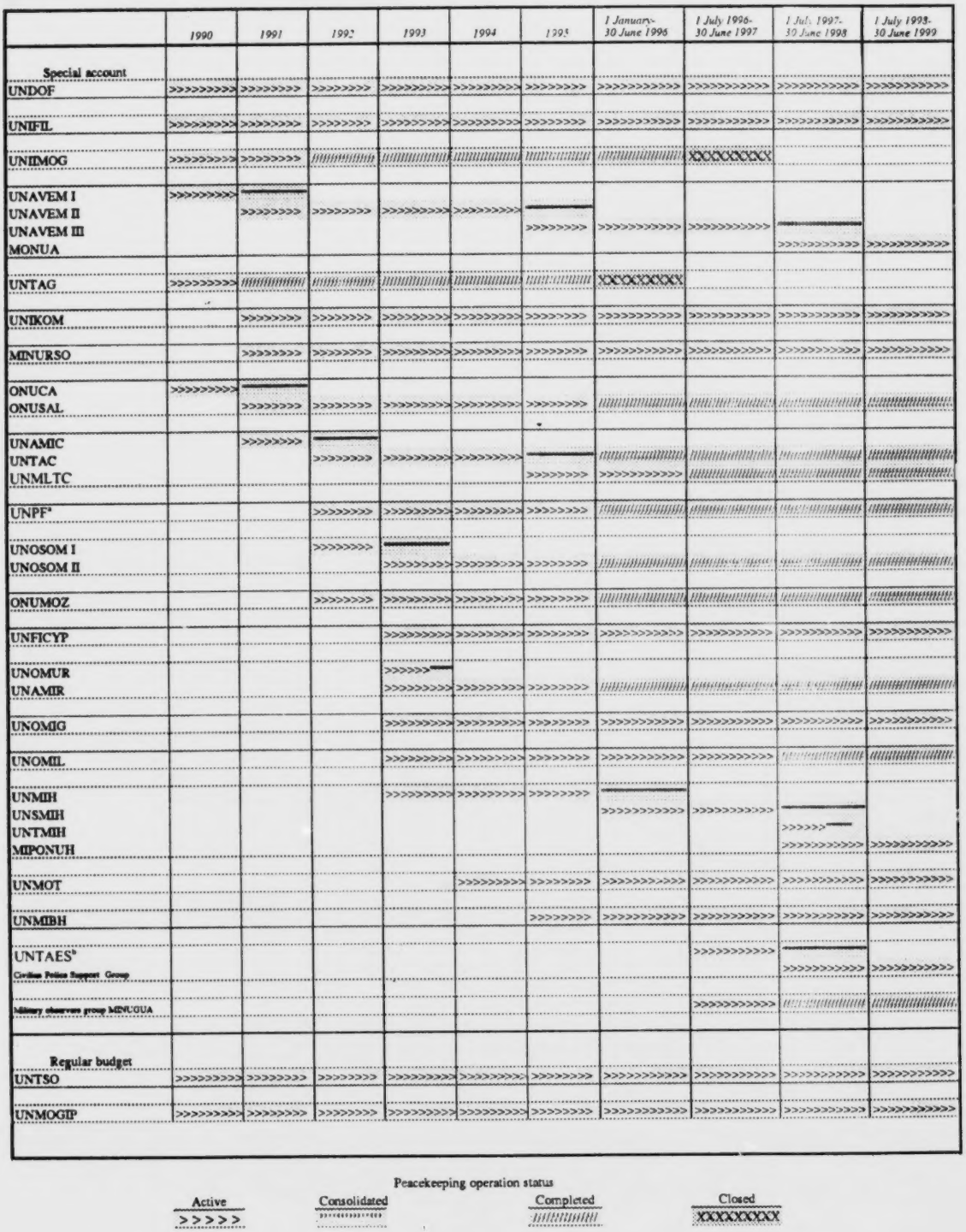
Number of international and local civilian staff posts authorized (weighted average)

Number of support account posts, including general temporary assistance-funded positions authorized, as follows:

	May '90	Nov. '91	Mar. '92	June '92	Dec. '92	Jan. '93	May '93	Aug. '93	Jan. '94	Apr. '94	July '94	Jan. '95	July '95	Dec. '95	July '96	July '97	July '98
Posts	91	126	126	135	142	142	194	266	316	342	342	346	407	408	345	346	469
GTA	0	6	12	42	42	59	50	27	5	5	65	61	0	0	0		
Total	91	132	138	177	184	201	244	293	321	347	407	407	407	408	345	346	469

Table 2

List of active, completed and closed peacekeeping operations

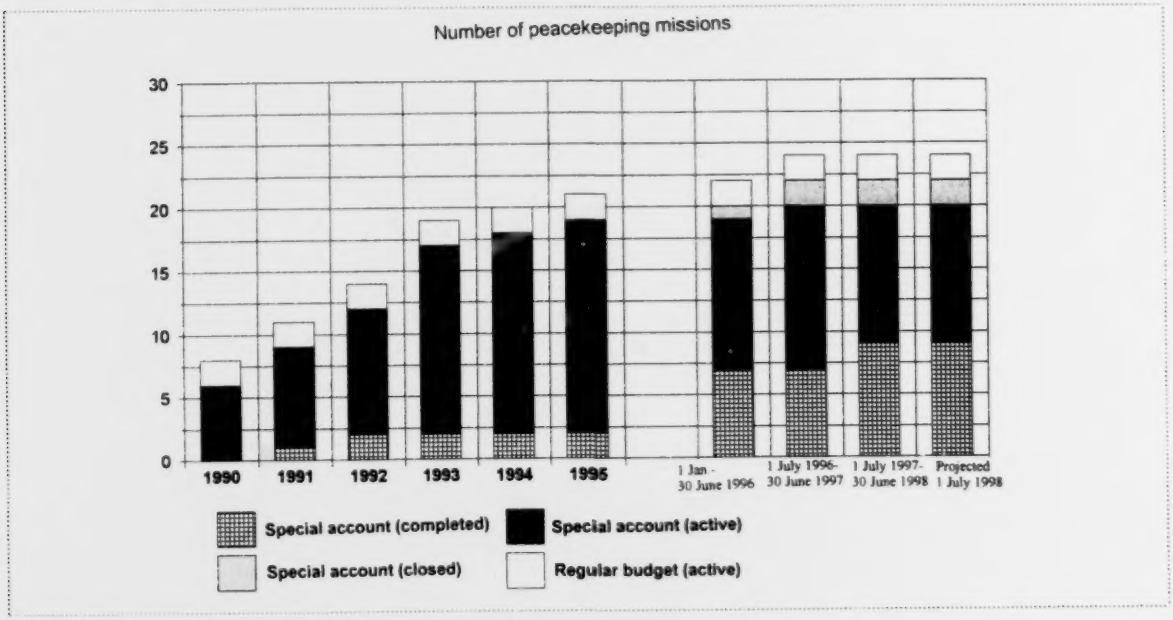


[a] UNPF includes UNPROFOR/UNPREDEP/UNCRO.

[b] UNTAES includes UNMOP.

Figure 2

Analysis of active, completed and closed peacekeeping missions*



	1990	*1991*	*1992*	*1993*	*1994*	*1995*	*1 Jan - 30 June 1996*	*1 July 1996- 30 June 1997*	*1 July 1997- 30 June 1998*	*1 July 1998- 30 June 1999*
Special account										
Active missions	6	8	10	15	16	17	12	13	11	11
Completed missions	—	1	2	2	2	2	7	7	9	9
Closed missions	—	—	—	—	—	—	1	2	2	2
Regular budget										
Active missions	2	2	2	2	2	2	2	2	2	2
Completed missions	—	—	—	—	—	—	—	—	—	—
Total	**8**	**11**	**14**	**19**	**20**	**21**	**22**	**24**	**24**	**24**

*** Definitions**

Active mission	An active mission is defined as a mission that has continuing authority from the Security Council to undertake its official mandate.
Completed mission	A completed mission is defined as a mission that has completed its official mandate and a final report from the Secretary-General has been submitted to the Security Council.
Closed	A closed mission is defined as a mission for which the final disposition of assets report and final performance report have been approved by the Advisory Committee on Administrative and Budgetary Questions and General Assembly and all administrative action has been completed, including the closure of account, the collection or write-off of all receivables and the settlement of all claims and other liabilities.

(Note. No formal definition exists for these terms and the above reflects the practical understanding of the Field Administration and Logistics Division.)

V. Workload related to completed and closed missions (Advisory Committee report (A/51/906 and Corr.1) paras. 11, 14 and 15)

33. Experience has shown that when a mission is completed, unfinished business reverts to Headquarters after the closure of an operation in the field. Such unfinished business can be time-consuming and adds to the backstopping work required at Headquarters, especially if it involves a complex mission, or one that has undergone a number of changes in mandate or concept or was operating in an unstable operational environment.

34. Table 3 lists the status of outstanding tasks that remain to be performed in relation to completed and closed missions, all of which entail continuing work by DPKO and, in varying degrees of involvement, Department of Management units and other departments/offices. An accurate forecast of when significant work will cease in respect of these missions is difficult, as it is contingent on, among other things, the submission of outstanding claims for reimbursement from troop-contributing countries, their related review and certification, which may or may not involve further negotiation, and the concomitant collection of outstanding assessed contributions from Member States upon which the availability of funds for processing of payments is dependent.

VI. Death and disability claims backlog for incidents occurring up to and including 30 June 1997 based on national legislation and/or regulations (General Assembly resolution 51/239 A, paras. 14, 16 and 17)

35. The Secretary-General has submitted two quarterly progress reports (A/C.5/52/6 and A/C.5/52/37) on the status of the backlog as at 30 September and 31 December 1997, respectively. As can be seen from the two reports, the number of claims awaiting processing has been reduced from 564 on 19 May 1997 to 425 on 30 September 1997 and to 285 on 31 December 1997. However, this positive development should be viewed in the context of the fact that a number of claims may yet be filed (4,602 incidents compared with 1,068 claims submitted).

36. Until 30 June 1997, the staffing resources allocated to processing death and disability claims on the basis of national legislation comprised one P-2/1 and one gratis personnel. In paragraph 13 of its resolution 51/239 A, the General Assembly approved two new support account posts (one P-4 and one General Service) to strengthen the claims function in DPKO, including the processing of contingent-owned equipment, third-party liability and death and disability claims based on national legislation. In addition, in paragraphs 14 and 16 of the resolution, the Assembly authorized general temporary assistance resources (not requested by the Secretary-General) in the amount of $158,500 for the sole purpose of processing the backlog of death and disability claims based on national legislation. The same staff in DPKO assigned to processing death and disability claims under national legislation will also be responsible for processing Headquarters aspects of claims for incidents occurring after 30 June 1997 to be processed under the new system (payment of awards based on uniform and standardized rates). Implementation of the new, simplified system should result in a reduction in the number of DPKO staff to deal with death and disability claims once the backlog of claims based on national legislation is eliminated. However, since elimination of the backlog has been projected to take at least another two years and in the absence of experience with regard to implementing the new procedures, no immediate

Table 3
Outstanding tasks remaining in relation to completed and closed peacekeeping operations for the period from 1 July 1998 to 30 June 1999

Peacekeeping operation	*Tasks to be performed*	*Department office involved*[a]
(a) Completed missions		
ONUSAL includes: ONUCA	No tasks to be performed.	
UNTAC includes: UNAMIC UNMLTC	General Assembly approval for additional appropriation and assessment on Member States; review of claims for goods and services from troop-contributing countries; processing of claims for death and disability reimbursement; review of unliquidated obligations as well as accounts payable; settlement of claims from troop-contributing countries against accounts payable; and monitoring of surplus balances held in the Special Account for UNTAC. Preparation of final performance report (UNMLTC); review of unliquidated obligations; and monitoring of surplus balance held in the Special Account for UNMLTC.	DPKO DM PFD AD FMO OHRM
UNPF includes: UNPROFOR UNPREDEP UNCRO	Preparation of final performance report; additional appropriation and assessments may be required; review of claims from troop-contributing countries for contingent-owned equipment and death and disability reimbursement; processing of Claims Review Board cases; pending settlement of two arbitration cases; settlement of claims from troop-contributing countries against accounts payable; closing of UNPF accounts; and monitoring of surplus balances held in the Special Accounts.	DPKO DM PFD AD FMO OHRM OLA
UNOSOM II includes: UNOSOM I	Review of final disposition of assets report and financial performance report by the General Assembly; additional appropriation and assessment on Member States may be required; review of claims from troop-contributing countries for goods and services (including contingent-owned equipment); processing of claims for death and disability reimbursement; processing of Claims Review Board cases, pending settlement of arbitration cases; settlement of claims from troop-contributing countries against accounts payable; closing of the Special Accounts for UNOSOM; and monitoring of surplus balances held in the Special Accounts.	DPKO DM PFD AD FMO OHRM OLA

Peacekeeping operation	*Tasks to be performed*	*Department/office involved*[a]
ONUMOZ	Review of final disposition of assets and financial performance reports by the General Assembly; review of claims from troop-contributing countries for goods and services (including contingent-owned equipment); processing of claims for death and disability compensation; settlement of claims from troop-contributing countries against accounts payable; closing of the Special Account for UNOMOZ; monitoring of surplus balance held in the Special Account; and credits to be returned to Member States.	DPKO DM PFD AD FMO OHRM
UNAMIR includes UNOMUR	Preparation of final performance report and report on disposition of assets; additional appropriation and assessments may be required; processing of Property Survey Board and Claims Review Board cases; processing of claims for death and disability compensation; settlement of claims from troop-contributing countries against accounts payable; closing of the Special Accounts for UNAMIR; and monitoring of the surplus balance held in the Special Accounts.	DPKO DM PFD AD FMO OHRM
UNOMIL	Preparation of final performance report; additional assessments may be required; report on the disposition of assets to be prepared; processing of Property Survey Board and Claims Review Board cases; pending settlement of two arbitration cases; settlement of claims from troop-contributing countries against accounts payable; closing of UNOMIL accounts; monitoring of surplus balances held in the Special Accounts; closure of the Trust Fund for the Implementation of the Cotonou Agreement in Liberia.	DPKO DM PFD AD FMO OLA
MINUGUA	Preparation of final performance report and report on the disposition of assets.	DPKO DM PFD AD
(b) Closed missions		
UNIIMOG	Monitoring of the surplus balance in the Special Account for UNIIMOG.	DM PFD AD
UNTAG	Monitoring of the surplus balance in the Special Account for UNTAG.	DM PFD AD

[a] DPKO Department of Peacekeeping Operations
DM Department of Management
PFD Peacekeeping Financing Division
AD Accounts Division
FMO Financial Management Office
OHRM Office of Human Resources Management
OLA Office of Legal Affairs

support account post reductions are possible at this time. Nevertheless, in view of the reported progress in addressing the backlog and the support account proposals for the period from 1 July 1998 to 30 June 1999 for the performance of the claims function in DPKO, the continuation of the general temporary assistance resources of $158,500 that the Assembly had provided for the period from 1 July 1997 to 30 June 1998 for the processing of backlog claims is not being sought.

VII. Lessons Learned Unit (General Assembly resolution 51/239 A, para. 18)

37. With regard to the lessons learned function, following its consideration of the Secretary-General's report of 25 August 1997 (A/51/965) and the related statement by the Chairman of the Advisory Committee (A/C.5/51/SR.73), the General Assembly adopted resolution 51/239 B of 15 September 1997, in paragraph 4 of which it decided to redeploy, on a temporary basis, for the period from 1 January to 30 June 1998, three posts, namely, one P-4, one P-2/1 and one General Service post, funded from the support account for peacekeeping operations, to carry out the functions described in the report of the Secretary-General, and also decided to revert to the issue for its consideration in future budget proposals. Since then, as part of its in-depth evaluation and comprehensive review of requirements, DPKO has identified and redeployed two posts to the Lessons Learned Unit. These redeployments have been reflected in the Secretary-General's support account staffing proposals for DPKO for the period from 1 July 1998 to 30 June 1999.

VIII. Overall cost of Headquarters backstopping of peacekeeping operations

38. The overall cost of backstopping of peacekeeping operations at Headquarters is, of course, higher than the cost of support account resources. However, the quantification of the overall cost is not easily susceptible to precise estimation.

39. For example, for the period from 1 July 1997 to 30 June 1998, based on directly identifiable and attributable funding of DPKO and those other units which have been provided with support account resources, the overall cost might be expressed as being in the order of $56.0 million, as follows:

	DPKO	*Others*	*Total*
		(Millions of United States dollars)	
Regular budget	6.6[a]	—[b]	6.6
Support account	20.7	11.7	32.4
Indicative dollar			
Value of gratis personnel	16.3[c]	—	16.3
Trust fund expenditure	0.7[d]	—	0.7
Total	**44.3**	**11.7**	**56.0**

[a] Indicative annual cost based on the calendar year 1998, since for the biennium 1998-1999 the General Assembly had approved an appropriation of $13.4 million for DPKO.

[b] For non-DPKO units, it is not possible to quantify the dollar amount of time spent by their staff charged against regular budget posts on peacekeeping backstopping functions while performing their other duties.

[c] Based on United Nations grade equivalencies. The indicative amount covers salary and common staff costs at standard rates as well as related common service costs (including rental of premises).

[d] Based on total expenditure of $1,375,795 during the biennium 1996-1997.

40. Taking a similar approach, for the period from 1 July 1998 to 30 June 1999, based on directly identifiable and attributable funding of DPKO and those other units which are provided with support account resources, the overall cost might be expressed as being in the order of $46.2 million, as follows:

	DPKO	*Others*	*Total*
		(Millions of United States dollars)	
Regular budget	6.8[a]	—[b]	6.8
Support account	26.6	12.8	39.4
Indicative dollar			
Value of gratis personnel	—[c]	—	—
Trust fund expenditure	—[d]	—	—
Total	**33.4**	**12.8**	**46.2**

[a] Indicative annual cost based on the calendar year 1999, since for the biennium 1998-1999 the General Assembly had approved an appropriation of $13.4 million for DPKO.

[b] For non-DPKO units, it is not possible to quantify the dollar amount of time spent by their staff charged against regular budget posts on peacekeeping backstopping functions while performing their other duties.

[c] Not possible to project at the present time. The Secretary-General has requested additional support account posts attributable to the phasing out of gratis personnel.

[d] Not possible to project at the present time.

IX. Proposed support account requirements for the period from 1 July 1998 to 30 June 1999

41. For the period from 1 July 1998 to 30 June 1999, the Secretary-General estimates total support account resource requirements at $39,409,400, which is $6,982,900 higher than the approved level of $32,426,500 for the period from 1 July 1997 to 30 June 1998.

42. The estimate of $39,409,400 comprises $35,853,100 for post requirements and $3,556,300 for non-post requirements.

43. The estimate for post requirements would provide for a proposed total staffing level of 469 temporary posts, which is 123 posts more than the currently authorized level of 346 posts. A breakdown of these posts requirements by department/office is provided in annexes I and II. A vacancy turnover factor of 5 per cent has been applied on existing posts requested for continuation. A 50 per cent vacancy turnover factor has been applied on all new posts requested. (The total resource requirement for the period from 1 July 1998 to 30 June 1999 would have been $45,281,500 if a 5 per cent vacancy turnover factor had been applied across the board on existing as well as proposed new posts.)

44. With regard to non-post cost requirements, as indicated in paragraph 36 above, the continuation of the general temporary assistance resources in the amount of $158,500 that had been provided for DPKO by the General Assembly for elimination of the death and disability claims backlog is not requested. However, provision of general temporary assistance resources is proposed for the Accounts Division ($158,900) to deal with the backlog in the processing of inter-office vouchers and the recording of field accounts at Headquarters; for the Administrative Law Unit of the Office of Human Resources Management ($123,400) to deal with the backlog of peacekeeping-related disciplinary cases and staff appeals; and for the Medical Services Division of the Office of Human Resources Management ($123,400) to deal with the backlog of peacekeeping-related claims from troop-contributing countries for reimbursement of medical treatment provided after the troops had returned to their home countries and for death and disability cases.

45. An amount of $1.2 million is requested for rental of premises. This corresponds to the support account's share of current rental of premises cost requirements. In this connection, it is noted that no increase to the support account share of rental of premises costs has been requested in connection with the request for additional support account posts (bearing in mind that the common services costs for gratis personnel had been absorbed previously).

X. Action to be taken by the General Assembly at its fifty-second session

46. The actions to be taken by the General Assembly at its resumed fifty-second session are:

(a) Approval of the support account estimate amounting to $39,409,400 for the period from 1 July 1998 to 30 June 1999;

(b) A decision to apply the unencumbered balance of $2,468,400 for the period from 1 July 1996 to 30 June 1997 to the resources required for the period from 1 July 1998 to 30 June 1999;

(c) A decision to prorate the balance of $36,941,000 among the individual active peacekeeping operation budgets to meet the requirements of the support account for the period from 1 July 1998 to 30 June 1999.

Notes

[1] *Official Records of the General Assembly, Fifty-first Session, Supplement No. 6* (A/51/6/Rev.1 and Rev.1/Add.1).

Annex I

Information on backstopping support requirements for the period from 1 July 1998 to 30 June 1999

Department of Peacekeeping Operations

Table 1
Overall requirements

	Expenditures July 1996-June 1997	*Approved July 1997-June 1998*	*Expenditures July-December 1997*	*Proposed July 1998-June 1999*
Salaries	11 048.7	12 758.4	5 632.4	17 742.5
Common staff costs	4 510.9	5 104.5	2 446.5	7 113.6
Consultants	27.5	60.0	—	39.0
General temporary assistance	34.9	318.5	15.6	100.0
Overtime	100.3	120.0	45.6	120.0
Travel	83.5	80.0	62.4	80.0
Training	484.0	500.0	7.2	400.0
Communications	—	399.6	148.4	399.6
Other	48.5	670.4	241.3	550.2
Rental of premises	—	—	—	—
Total	**16 338.3**	**20 011.4**	**8 599.4**	**26 544.9**

Table 2
Overall staffing

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
Under-Secretary-General	1	1	—	—	—	—	—	—	1	1
Assistant Secretary-General	2	2	—	—	—	—	—	—	2	2
D-2	4	4	—	—	—	—	—	—	4	4
D-1	5	5	7	8	—	—	—	—	12	13
P-5	5	5	17	19	—	—	4	—	26	24
P-4	7	7	40	81	—	—	49	—	96	88
P-3	4	4	27	85	—	—	60	—	91	89
P-2/P-1	7	7	3	6	—	—	10	—	20	13
Subtotal	**35**	**35**	**94**	**199**	**—**	**—**	**123**	**—**	**252**	**234**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Principal level	—	—	7	12	—	—	—	—	7	12
Other levels	20	20	123	136	—	—	11	—	154	156
Subtotal	**20**	**20**	**130**	**148**	**—**	**—**	**11**	**—**	**161**	**168**
Total	**55**	**55**	**224**	**347**	**—**	**—**	**134**	**—**	**413**	**402**

1. Office of the Under-Secretary-General

1. The Office of the Under-Secretary-General directs and controls United Nations peacekeeping operations on behalf of the Secretary-General and formulates policies for peacekeeping operations and operational guidelines based on Security Council mandates. The Office comprises the immediate Office of the Under-Secretary-General, the Office of the Military Adviser, the Policy and Analysis Unit and the Executive Office.

Table 3
Office of the Under-Secretary-General

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category and above										
Under-Secretary-General	1	1	—	—	—	—	—	—	1	1
D-1	—	—	1	1	—	—	—	—	1	1
P-5	—	—	1	—	—	—	—	—	1	—
P-4	—	—	—	1	—	—	—	—	—	1
P-3	—	—	1	1	—	—	—	—	1	1
P-2/P-1	1	—	—	—	—	—	—	—	1	—
Subtotal	**2**	**1**	**3**	**3**	**—**	**—**	**—**	**—**	**5**	**4**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	1	1	5	5	—	—	—	—	6	6
Subtotal	**1**	**1**	**6**	**6**	**—**	**—**	**—**	**—**	**7**	**7**
Total	**3**	**2**	**9**	**9**	**—**	**—**	**—**	**—**	**12**	**11**

(a) Office of the Military Adviser

2. The Office of the Military Adviser provides advice on all military matters to the Under-Secretary General, DPKO, the Office of Operations, the Office of Planning and Support and other departments of the Secretariat and specialized agencies, as and when required. The Office also advises on the military implications of United Nations resolutions, plans and proposals for operations in the field and advises force commanders on the implementation of those plans and proposals. The Office maintains constant contact with Member States and troop contributors as well as force commanders/chief military observers in the field. In addition, the Military Adviser and his Deputy, as Director and Deputy Director of the Planning Division, are responsible for the supervision and coordination of all planning in respect of peacekeeping operations and for overseeing the functioning of all units of the Planning Division, namely, Mission Planning Service, Training Unit and Civilian Police Unit.

3. Eight additional posts are requested: two P-4 (Staff Officer Military Personnel and Military Assistant to the Military Adviser); two P-3 (Military Affairs Project Officer and Military Information Systems Officer); and four General Service, one of them at the principal level.

Table 4
Office of the Military Adviser

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	—	—	1	1	—	—	—	—	1	1
P-5	1	1	—	—	—	—	1	—	2	1
P-4	—	—	—	2	—	—	2	—	2	2
P-3	—	—	—	2	—	—	4	—	4	2
P-2/P-1	—	—	—	—	—	—	1	—	1	—
Subtotal	**2**	**2**	**1**	**5**	**—**	**—**	**8**	**—**	**11**	**7**
General Service category										
Principal level	—	—	—	1	—	—	—	—	—	1
Other levels	1	1	2	5	—	—	5	—	8	6
Subtotal	**1**	**1**	**2**	**6**	**—**	**—**	**5**	**—**	**8**	**7**
Total	**3**	**3**	**3**	**11**	**—**	**—**	**13**	**—**	**19**	**14**

(b) Policy and Analysis Unit

4. The Policy and Analysis Unit provides in-depth research and analysis of emerging policy questions and coordinates with other organizational units in the Department in the formulation of peacekeeping policies and procedures. The Unit is also responsible for serving the Special Committee for Peacekeeping and various other ad hoc intergovernmental committees on issues relating to peacekeeping.

5. The Department's policy and analysis functions have become more challenging for two reasons: United Nations peacekeeping operations often co-deploy with regional efforts of various kinds and the multidisciplinary character of present-day peacekeeping continues to evolve. Peacekeeping operations have overlapping political, military, civilian police, humanitarian and other aspects, and attempts to try and define precisely where one ends and the other begins (e.g. political and military) have never been successful, even if a seamless approach is desirable. This becomes particularly challenging where a variety of regional and subregional organizations are working on closely related issues.

6. As a result, the development of policies and procedures relating to peacekeeping requires an understanding of a broader range of fields than ever before, as well as systematic and frequent coordination and harmonization of views with many entities within the Secretariat and the United Nations system and with other organizations.

7. In view of the close functional relationship between the Lessons Learned Unit, which provides many of the inputs required for the formulation of effective policies, and as a means of ensuring the maximum utilization of resources, the Lessons Learned Unit has been combined with the Policy and Analysis Unit.

8. In consideration of the allocation of responsibilities within the Office of the Under-Secretary-General and as a means of further strengthening the capacity of the policy and analysis function, it is proposed that one P-5 post in the immediate Office of the Under-Secretary-General be exchanged with one P-4 post in the Policy and Analysis Unit. One regular budget P-2 in his immediate office has been transferred to the Policy and Analysis Unit.

Table 5
Policy and Analysis Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	—	1	—	—	—	—	—	1
P-4	—	—	1	—	—	—	—	—	1	—
P-2/P-1	1	2	—	—	—	—	—	—	1	2
Subtotal	**1**	**2**	**1**	**1**	**—**	**—**	**—**	**—**	**2**	**3**
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	**—**	**—**	**1**	**1**	**—**	**—**	**—**	**—**	**1**	**1**
Total	**1**	**2**	**2**	**2**	**—**	**—**	**—**	**—**	**3**	**4**

Lessons Learned Unit

9. The Lessons Learned Unit studies and analyses ongoing and terminated peacekeeping missions in order to extract lessons to improve the planning, conduct, management and support of current and future operations. It also establishes and manages the institutional memory on peacekeeping issues for the Organization.

10. During the current period, the Unit is undertaking a study on the cooperation between the United Nations and regional organizations on arrangements in peacekeeping operations and lessons learned studies in Angola, Haiti and the former Yugoslavia. During 1998-1999, the Unit expects to respond to various requests from the field for analytical lessons learned papers concerning issues being handled at the field level. The Unit anticipates the preparation of papers on the following: Liberia; Haiti; Eastern Slovenia; Bosnia and Herzegovina; Georgia and Tajikistan; successor arrangements to peacekeeping in Cambodia; as well as a comprehensive report on lessons learned from Haiti (UNSMIH) and the former Yugoslavia (UNPROFOR) and an interim report on lessons learned from Angola (UNAVEM I, II and III).

11. In addition, one P-4, one P-3 and one General Service post was redeployed to the Lessons Learned Unit in accordance with resolution 51/239 B. It is proposed that the post be downgraded to the P-2 level to correspond to the level reflected in the resolution (one P-4, one P-2 and one General Service).

Table 6
Lessons Learned Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	1	1	—	—	—	—	—	—	1	1
P-5	—	—	—	—	—	—	—	—	—	—
P-4	—	—	1	1	—	—	—	—	1	1
P-3	—	—	1	—	—	—	—	—	1	—
P-2/P-1	—	—	—	1	—	—	—	—	—	1
Subtotal	**1**	**1**	**2**	**2**	**—**	**—**	**—**	**—**	**3**	**3**
General Service category										
Other levels	1	1	—	—	—	—	—	—	1	1
Subtotal	**1**	**1**	**—**	**—**	**—**	**—**	**—**	**—**	**1**	**1**
Total	**2**	**2**	**2**	**2**	**—**	**—**	**—**	**—**	**4**	**4**

(c) Executive Office

12. The Executive Office provides a full range of financial, personnel and administrative support services to the Department.

13. Several factors have had an impact on the complexity and volume of the workload of the Executive Office during the period from June 1997 to the present, some of which may be expected to continue during the period from 1 July 1998 to 30 June 1999.

14. Approximately 80 per cent of the Department's total staff on posts are financed from the support account. Currently, 70 per cent of DPKO staff are on fixed-term appointments. This requires the Executive Office to process a large number of administrative actions associated with contract extensions. The total number of personnel actions processed during the period from 1 July 1996 to 30 June 1997 was 1,009; the total projected personnel actions for the period from 1 July 1997 to 30 June 1998 exceed that number, notwithstanding the reduction of one General Service post during the latter period. The number of actions will increase further with the increase in the number of staff proposed. More than 20 per cent of the Department's staff are regularly on field mission and other temporary assignments necessitating the processing of associated recruitment, extension and replacement actions relating to the constant turnover of staff. Since July 1997, the Office processed 16 cases of placement and promotion in accordance with established vacancy management policies and procedures, an activity that represents an estimated 40 per cent of the total workload of the Personnel Office during that time.

15. The Executive Office is responsible for preparing the Department's proposed programme budget and the annual support account budget. This involves three major budget exercises per biennium as well as responsibility for the financial management and performance reporting related to those budgets and six trust funds.

16. Other responsibilities assigned to the Executive Office since July 1997 include the development of the phasing-out plan for gratis personnel in accordance with General Assembly resolution 51/243 and the provision of statistical and analytical inputs for internal review and the preparation of various reports; the workload associated with the implementation of General Assembly resolution 51/226 of 3 April 1997; and the coordination of arrangements relating to the transfer of mine action-related activities from the former Department of Humanitarian Affairs to DPKO in October 1997.

17. These factors, coupled with the specific nature of the work performed by the Executive Office and the currently approved level of staff, have not enabled it to complete effectively all of its assigned tasks. In particular, the Office has not been in a position to complete recruitment, placement and promotion actions in a timely manner. In addition, the Office has relied on general temporary assistance funds to clear the backlog associated with the administration of leave entitlements (annual leave, sick leave, maternity leave and special leave) and to process monthly records of telephone and facsimile usage in the Department.

18. The estimated workload associated with the recruitment and administration of the proposed additional staff cannot be sustained within the current staffing levels.

19. Three additional posts are requested: one P-3 (Personnel Officer) and two General Service.

Table 7
Executive Office

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	1	1	1	1	—	—	—	—	2	2
P-3	—	—	1	2	—	—	—	—	1	2
Subtotal	**1**	**1**	**3**	**4**	**—**	**—**	**—**	**—**	**4**	**5**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	—	—	3	5	—	—	—	—	3	5
Subtotal	**—**	**—**	**4**	**6**	**—**	**—**	**—**	**—**	**4**	**6**
Total	**1**	**1**	**7**	**10**	**—**	**—**	**—**	**—**	**8**	**11**

20. The Situation Centre, which was formerly located in the Office of the Under-Secretary-General, has been transferred to the Office of Operations.

2. Office of Operations

21. The Office of Operations provides executive direction for the implementation of Security Council mandates that establish peacekeeping operations and/or direct the Secretary-General to plan them. The ease or difficulty in fulfilling this responsibility is not directly related to the size of an operation or the total number of United Nations troops in the field. It is more directly related to the nature of an operation's mandate; the willingness of the parties to peacefully resolve their dispute and to cooperate with the United Nations in carrying out Security Council mandates; and the willingness of other actors (regional organizations, interested Member States, etc.) to play their role through the provision of political support and the manpower, logistics and financial resources necessary for the implementation of the peace process. For example, the management of an operation, while it may be quite large, but with the mandate of monitoring a ceasefire respected by the parties, can be much less time-consuming than managing a smaller operation, such as UNMOT or UNOMIL, mandated to assist parties to implement a comprehensive peace agreement. Hence, even though the number of United Nations troops on the ground has decreased significantly in recent years, the number of operations has remained mainly the same and, consequently, the work of the Office of Operations has remained as demanding as ever.

22. Other work of the Office of Operations not directly related to established operations includes the provision of advice for the Secretary-General, at times at the request of the Security Council, on issues related to conflict prevention.

23. A major responsibility of the Office of Operations is its reporting function related to the Security Council. In 1996, the Office drafted approximately 71 reports of the Secretary-General to the Security Council; 59 letters from the Secretary-General to the President of

the Security Council; and 165 background notes for oral briefings of the Security Council. In 1997, the Office drafted approximately 59 reports of the Secretary-General to the Security Council; 71 letters from the Secretary-General to the President of the Security Council; and 146 background notes for oral briefings of the Security Council. A new reporting requirement introduced in 1997 was the preparation of weekly updates for the Security Council. During 1997, the Office prepared 48 such updates.

24. The projected workload for 1998-1999 is described below.

Table 8
Office of Operations

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
Assistant Secretary-General	1	1	—	—	—	—	—	—	1	1
D-2	2	2	—	—	—	—	—	—	2	2
D-1	3	3	2	2	—	—	—	—	5	5
P-5	2	2	3	3	—	—	—	—	5	5
P-4	3	3	8	12	—	—	9	—	20	15
P-3	2	2	6	14	—	—	9	—	17	16
Subtotal	**13**	**13**	**19**	**31**	**—**	**—**	**18**	**—**	**50**	**44**
General Service category										
Other levels	5	5	11	13	—	—	2	—	18	18
Subtotal	**5**	**5**	**11**	**13**	**—**	**—**	**—**	**—**	**18**	**18**
Total	**18**	**18**	**30**	**44**	**—**	**—**	**18**	**—**	**68**	**62**

(a) Office of the Assistant Secretary-General

25. The Assistant Secretary-General for Peacekeeping Operations provides executive and political direction to all peacekeeping operations and supervises and directs the work of the three regional divisions. The Assistant Secretary-General also assists the Under-Secretary-General in the formulation and implementation of policies and procedures pertaining to the substantive work of the Department in general and to the Office of Operations in particular. Owing to the nature of its work, the Office maintains close contact with all parties to any particular conflict, members of the Security Council and troop-contributing countries. The Assistant Secretary-General is assisted in carrying out his responsibilities by a Special Assistant (P-5) and a Political Affairs Officer (P-3). These posts are funded under the regular budget. The Assistant Secretary-General's immediate Office also includes two General Service posts, one of which is funded under the regular budget and one under the support account.

26. No additional posts are requested for the Office of the Assistant Secretary-General.

Table 9
Office of the Assistant Secretary-General

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
Assistant Secretary-General	1	1	—	—	—	—	—	—	1	1
P-5	1	1	—	—	—	—	—	—	1	1
P-3	1	1	—	—	—	—	—	—	1	1
Subtotal	**3**	**3**	**—**	**—**	**—**	**—**	**—**	**—**	**3**	**3**
General Service category										
Other levels	1	1	1	1	—	—	—	—	2	2
Subtotal	**1**	**1**	**1**	**1**	**—**	**—**	**—**	**—**	**2**	**2**
Total	**4**	**4**	**1**	**1**	**—**	**—**	**—**	**—**	**5**	**5**

(b) Africa Division

27. The Africa Division supports two ongoing peacekeeping operations, leads the planning process for two other operations that may be established in the first half of 1998 and is responsible for providing support for the Secretary-General's efforts aimed at strengthening African capacity for peacekeeping. It is headed by a Director and consists of five Political Affairs Officers and two Military Mission Officers. As described in detail below, the workload and operational needs of the Division remain as demanding as ever. The responsibilities of the Division are as follows.

Angola

28. The drawdown of United Nations peacekeeping activities in Angola has been slower than planned due to the slow pace of the implementation of the Lusaka Protocols. This has required the constant re-evaluation of MONUA's concept of operations and force strength, involving intense discussions with the parties, the three observer States and troop contributors. It has also required the drafting of frequent reports of the Secretary-General to the Security Council on the situation in Angola and on the status of MONUA. While steady progress has been made, this situation is most likely to continue during the coming year.

Western Sahara

29. Activities relating to Western Sahara increased sharply in 1997 with the success of the efforts of the Special Envoy of the Secretary-General supported by the Department, to assist the parties overcome their differences and return to the implementation of the Settlement Plan. The resumption of the identification process has required redeploying personnel and equipment. The expected implementation of the Settlement Plan has involved a complete re-evaluation of the Mission's concept of operations, extensive consultations with the parties to the conflict, potential troop-/police-contributing countries and so on. It

has also meant intense discussions at all levels with interested Member States and the drafting of frequent and complex reports to the Security Council. It is anticipated that MINURSO will continue to require the full attention of the Division, as well as close coordination with the Special Envoy, at least until the end of 1998.

Sierra Leone

30. The Department has been involved in elaborate planning of a possible operation in Sierra Leone since December 1996, when, in his letter dated 17 December (S/1996/1050), the President of the Security Council endorsed the Secretary-General's intention to send an assessment team to Sierra Leone to provide recommendations on the possible role the United Nations could play in the peace process. The coup on 25 May 1997 was a setback, but the signing of the Conakry Agreement in October 1997 set the stage for a possible settlement of the conflict. The Division has been heavily engaged in leading and coordinating the planning process for a possible operation in the country and assisting the Special Envoy of the Secretary-General in his talks with the parties. This work has required the dispatch of several multidimensional missions to the field; a great deal of consultation with the Economic Community of West African States and its peacekeeping force, the Economic Community of West African States Monitoring Group, which also have an important role to play in the peace process, as well as with interested Member States; and the drafting of successive reports to the Security Council. It is anticipated that work related to Sierra Leone will remain at a very high level in the year to come and will increase, should the Security Council decide to establish a United Nations peacekeeping operation in that country.

Central African Republic

31. Under resolution 1125 (1997) of 6 August 1997, the Security Council endorsed the regional peacekeeping operation currently deployed in the country, the Inter-African Mission to Monitor the Implementation of the Bangui Agreements (MISAB). However, Member States contributing personnel to MISAB no longer have the capacity to maintain their troops in the country without major international support. In its resolution 1136 (1997) of 6 November 1997, the Security Council requested the Secretary-General to submit a report on the situation in the country, including recommendations on further international support. Several multidisciplinary missions have been fielded to review the situation on the ground. In addition, the Assistant Secretary-General for Peacekeeping Operations travelled to the region as the Secretary-General's Personal Envoy to consult the Government and interested Member States. In consultation with the Department of Political Affairs, the Department of Humanitarian Affairs and the Bretton Woods institutions, the Division has prepared recommendations on the role of the international community in the country, which the Secretary-General presented to the Security Council in his report of 23 January (S/1998/61). It is anticipated that work related to the Central African Republic will remain at a high level through most of the year and will increase should the Security Council decide to establish a United Nations operation in that country.

Other mission planning activities

32. Over the past year, the Department has undertaken the planning of full-fledged peacekeeping operations in the Congo and the Democratic Republic of the Congo and has also conducted contingency planning for a possible operation in Burundi. Given the unstable situation in some areas in the region, it is anticipated that such planning activities will continue. The Division, in close coordination with the Department of Political Affairs, will

continue to monitor closely the situation in the region and to advise the Under-Secretary-General and the Secretary-General as appropriate.

Strengthening African capacity for peacekeeping

33. In 1995, the Special Committee on Peacekeeping Operations requested the Secretary-General to elaborate specific proposals for improving African capacity for peacemaking and peacekeeping. In consultation with the Department of Political Affairs, the Division prepared the Secretary-General's report of 1 November 1995 (A/50/711-S/1995/911), which provided a number of recommendations. While the Division continued to pursue those recommendations, over the past year, the interest of Member States in coordinating assistance in this area has increased. In December 1997, the Department convened a meeting of Member States interested in further developing this initiative. It is expected that similar meetings and the development of other mechanisms for coordinating assistance will increase in the year to come. This work requires a great deal of consultation and correspondence with Member States and the Organization of African Unity (OAU) and has become a significant part of the workload of the Division, which has been designated by the Secretary-General as focal point on this issue.

34. In addition to the above, the Division oversees the work of and provides substantive servicing to the International Commission of Inquiry (Rwanda). This work includes the organization of lengthy missions to Africa and the countries concerned, as well as the preparation and submission of detailed reports to the Security Council, the most recent one of which was dated 26 January 1998 (S/1998/63). In addition, the Division participates in several working groups on Africa, as designated by the Secretary-General.

35. No additional posts are requested for the Division.

Table 10
Africa Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	2	2	—	—	—	—	—	—	2	2
P-5	—	—	1	1	—	—	—	—	1	1
P-4	1	1	3	3	—	—	1	—	5	4
Subtotal	**4**	**4**	**4**	**4**	**—**	**—**	**1**	**—**	**9**	**8**
General Service category										
Other levels	4	4	2	2	—	—	—	—	6	6
Subtotal	**4**	**4**	**2**	**2**	**—**	**—**	**—**	**—**	**6**	**6**
Total	**8**	**8**	**6**	**6**	**—**	**—**	**1**	**—**	**15**	**14**

(c) Asia and Middle East Division

36. The Asia and Middle East Division supports seven peacekeeping operations. It is headed by a Director and consists of five Political Affairs Officers and two Military Mission Officers, one of whom is a gratis officer transferred from the Europe and Latin America Division. As described in detail below, the workload and operational needs of the Division increased during 1997 and are expected to remain at their current level during the next financial period. It is therefore necessary for the post of gratis military mission Officer to be converted to the support account.

37. The Division continues to be responsible for:

(a) *Tajikistan*. UNMOT is a dynamic multicomponent operation. In November 1997, the Security Council gave UNMOT a broader mandate and approved an increase in its size to enable it to cope with the wide range of issues related to the implementation of the inter-Tajik Agreements signed in June 1994. Similar to the negotiation process that proceeded those Agreements, the implementation process is difficult, suffers frequent delays and requires continuous support by the international community. The Division is instrumental in the planning and preparation of the expansion of the mission and chairs the Task Force for Tajikistan, which is responsible for the coordination of United Nations efforts in support of the peace process. Given the situation on the ground, it is expected that the Security Council's involvement in Tajikistan will continue;

(b) *Arab-Israel theatre*. UNIFIL, now the largest United Nations peacekeeping operation, is the most active. In South Lebanon, where UNIFIL is deployed, tension and armed hostilities are continuing and may reach high levels, such as during the hostilities during April 1996. This requires constant vigilance and United Nations intervention;

(c) UNDOF, by contrast, is a quiet mission which is able to fulfil its mandate effectively with the cooperation of the parties. The mission nevertheless needs constant monitoring, as the region remains potentially volatile. As UNDOF does not have either a political officer or legal advisory staff, the role of the Division in providing political guidance to the mission is particularly important;

(d) The main function of UNTSO is to assist UNIFIL and UNDOF. The future of those missions depends on the peace process. As the peace process appears not to be moving, no fundamental changes in operations are expected in the near future;

(e) *Cyprus*. UNFICYP helps maintain a ceasefire in a highly militarized area and supports the Secretary-General's mission of good offices. The situation in Cyprus has intensified as the negotiation over its accession to the European Union continues and since the introduction by the Government of Cyprus of a plan to purchase a new missile system. This requires constant vigilance and frequent intervention with the parties, often at high levels. UNFICYP is expected to remain active in the foreseeable future;

(f) *Iraq-Kuwait*. The situation with UNIKOM has been generally calm, although there have been tensions from time to time, such as reports of movement of Iraqi troops near the border with Kuwait and Saudi Arabia in August 1997. The Mission also encounters incidents of a sensitive nature requiring delicate handling, such as a problem with Iraq over UNIKOM's helicopter support. These often require immediate and ongoing attention at Headquarters;

(g) *India-Pakistan*. UNMOGIP is a small mission that operates in an area with frequent armed clashes and other incidents. It requires careful monitoring and occasional intervention from Headquarters. As the mission does not have a political officer or legal

advisory staff, the role of the Division in providing political guidance is particularly important.

38. In addition to the above, the Division also monitors developments in the region, in particular in Afghanistan, and consults other departments on these issues as required.

39. One additional post is requested: one P-4 (Political Affairs Officer).

Table 11
Asia and Middle East Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	—	—	1	1	—	—	—	—	1	1
P-5	1	1	—	—	—	—	—	—	1	1
P-4	1	1	2	3	—	—	—	—	3	4
P-3	—	—	1	1	—	—	—	—	1	1
Subtotal	**3**	**3**	**4**	**5**	—	—	—	—	**7**	**8**
General Service category										
Other levels	—	—	3	3	—	—	—	—	3	3
Subtotal	—	—	**3**	**3**	—	—	—	—	**3**	**3**
Total	**3**	**3**	**7**	**8**	—	—	—	—	**10**	**11**

(d) Europe and Latin America Division

40. The Europe and Latin America Division currently supports six ongoing peacekeeping operations. It is headed by a Director and consists of four Political Affairs Officers and two Military Mission Officers. It is expected that the workload of the Division will remain at its current level for the next financial period. It is therefore necessary that the post of gratis Military Mission Officer be converted to the support account. The responsibilities of the Division are as follows.

Eastern Slavonia

41. Following UNTAES, a new mission, the United Nations Police Support Group (UNPSG), has begun its operations. Since the new mission no longer includes a military force, one of the major challenges facing UNPSG will be to monitor Croatia's compliance with its obligations. Another challenge will be to ensure the smooth handover of its activities to the OSCE monitoring group, which is expected to take over police monitoring later in 1998. The mission will continue to need substantial support, especially in terms of coordination and consultation with interested Member States and organizations concerned, as well as for the closure of UNTAES activities.

The former Yugoslav Republic of Macedonia

42. UNPREDEP has been a successful example of preventive deployment. In the coming months, an analysis of the lessons learned in UNPREDEP will be undertaken by DPKO. The mission's current mandate is expected to end on 1 August 1998 and a report on the modalities of terminating the mission and on follow-up activities has been requested by the Security Council by 1 June. Although there is no evidence of any external threat to the country, inter-ethnic tensions within the country and in the region retain the potential to destabilize the situation. In the coming months, DPKO will be required to examine the possibilities for the future role of the international community in the former Yugoslav Republic of Macedonia, in consultation with the Government, regional organizations (OSCE) and Member States concerned.

Bosnia and Herzegovina

43. UNMIBH is one of the most time-consuming peacekeeping operations to manage, given the nature of the conflict, the complexity of the operation's mandate, the keen interest of Member States to ensure the full implementation of the Dayton Accord and the need to coordinate closely with the regional organizations involved (NATO and OSCE) and the High Representative, all of which have major roles to play in the peace process. The situation on the ground remains fluid and UNMIBH, with the support of the Division, has to remain vigilant to use all possibilities to advance its mandate. In response to the Security Council's decision to expand the Mission's mandate (resolution 1144 (1997) of 19 December 1997), the Division is working out the mechanisms necessary to fulfil those additional responsibilities. Another major concern in the coming year will be the impact that the future role of SFOR may have on the ability of UNMIBH to carry out its mandate.

Prevlaka

44. While UNMOP is a small operation and the situation is relatively calm, the parties have yet to settle their dispute over the peninsula or fully to respect the Mission's mandate. The Mission is comprised mainly of military observers, with one P-3 level Political Officer. During the course of 1998, the Mission will continue to require substantive support from the Division in dealing with the parties and in working out strategy as to how to encourage them to settle the dispute.

Haiti

45. Two previous United Nations missions in Haiti (UNSMIH and UNTMIH), which had the task, *inter alia*, of assisting the Government professionalize its national police force, completed their mandates in 1997. While progress has been achieved with regard to the national police, much still remains to be done. With this in view, in its resolution 1141 (1997) of 28 November 1997, the Security Council established a United Nations civilian police mission, MIPONUH, the first of its kind, to help the Government continue the process of strengthening its national police. Given the continued instability in the country and the likelihood that MIPONUH will face difficulties in its work, the Mission will continue to require substantial support from the Division in the year to come.

Georgia

46. While the peace process has moved ahead since November 1997, UNOMIG will continue to require the substantial support of the Division, in consultation with the Department of Political Affairs, in order to achieve its mandate. The security situation on

the ground, which is a serious concern for the Mission and it troop contributors, has recently deteriorated further and is likely to remain a major concern during the year. The Mission will continue to require close monitoring and substantive guidance from the Division in order to put in place measures to ensure the security of UNOMIG personnel and to enable it to carry out its mandate.

47. One additional post is requested: one P-4 (Political Affairs Officer).

Table 12
Europe and Latin America Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	1	1	—	—	—	—	—	—	1	1
P-5	—	—	1	1	—	—	—	—	1	1
P-4	1	1	1	2	—	—	2	—	4	3
P-3	1	1	—	—	—	—	1	—	2	1
Subtotal	**3**	**3**	**2**	**3**	—	—	**3**	—	**8**	**6**
General Service category										
Other levels	—	—	3	3	—	—	—	—	3	3
Subtotal	—	—	**3**	**3**	—	—	—	—	**3**	**3**
Total	**3**	**3**	**5**	**6**	—	—	**3**	—	**11**	**9**

(e) Situation Centre

48. In paragraph 18 of the previous report of the Advisory Committee on Administrative and Budgetary Questions on the support account for peacekeeping operations (A/51/906), the Advisory Committee expressed the view that the time had come to evaluate the operation of the Situation Centre and its resource requirements, with a view to determining its cost-effectiveness. The Committee recommended that the results of the evaluation be reflected in the next budget submission on the support account.

49. At the request of the Secretary-General, an internal evaluation and study of several functions, including those of the Situation Centre, was carried out during the first half of 1996. The study covered the information gathering and dissemination activities of the Situation Centre, as well as its 24-hour support to DPKO and other departments. The study concluded that the Situation Centre was performing a series of valuable activities, but that it should be providing its services to a wider group of departments and to the Executive Office of the Secretary-General on a more formal basis. The Situation Centre therefore provides services to the Department of Political Affairs, the Department of Humanitarian Affairs, and the Executive Office of the Secretary-General on the same basis that it serves DPKO, and continues to be managed within DPKO.

50. The functions of the Situation Centre have been reviewed. The functions initially reflected the direction given by the Secretary-General when the Centre was established in 1993. Following the review, the current responsibilities include the provision of point-of-contact services; the maintenance of uninterrupted communications with all United Nations peacekeeping missions and communications with all other United Nations missions; obtaining information from the field and from other informed sources; collation, editing and dissemination of timely information, by various means, including consolidated summaries and written and oral briefings; the provision of background information, maps and other reference materials to amplify information flows; the provision of expertise in the area of informatics, including enhanced communications, data-processing and visual briefing facilities; the monitoring of situations that could affect the security and safety of United Nations missions and staff; and the provision of crisis centre and crisis-management capabilities. Operations are maintained 24 hours a day to ensure continuity of service.

51. In order to meet these requirements, the Situation Centre has been organized into a duty room, which provides the 24-hour-a-day services, an information and research unit, and an automation support team. The Situation Centre has been put under the direct supervision of the Assistant Secretary-General responsible for the Office of Operations in DPKO. This recognizes that much of the work of the Situation Centre directly supports that of the divisions within the Office of Operations and enhances the synthesis among those units. Services continue to be provided to all DPKO units and to the Department of Political Affairs, the Department of Humanitarian Affairs, and the Executive Office of the Secretary-General.

52. In view of the operational nature of its responsibilities the Situation Centre has been transferred to the Office of Operations.

53. Twelve additional posts are requested: two P-4 (Head, Duty Room, and Head, Information and Research Unit), eight P-3 (three Information and Research Officers and five Duty Room Officers) and two General Service.

Table 13
Situation Centre

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	—	—	1	1	—	—	—	—	1	1
P-5	—	—	1	1	—	—	—	—	1	1
P-4	—	—	2	4	—	—	6	—	8	4
P-3	—	—	5	13	—	—	8	—	13	13
Subtotal	**—**	**—**	**9**	**19**	**—**	**—**	**14**	**—**	**23**	**19**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Other levels	—	—	2	4	—	—	2	—	4	4
Subtotal	—	—	**2**	**4**	—	—	**2**	—	**4**	**4**
Total	—	—	**11**	**23**	—	—	**16**	—	**27**	**23**

3. Office of Planning and Support

54. The Office of Planning and Support is responsible for the planning of potential peacekeeping operations and for providing the overall coordination of all administrative and logistics support activities for field missions, including staffing, finance, logistics and procurement. The Office comprises the Office of the Assistant Secretary-General, which includes the Mine Action Service, the Planning Division and the Field Administration and Logistics Division.

Table 14
Office of Planning and Support

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category and above										
Assistant Secretary-General	1	1	—	—	—	—	—	—	1	1
D-2	1	1	—	—	—	—	—	—	1	1
D-1	1	1	3	4	—	—	—	—	4	5
P-5	2	2	12	14	—	—	3	—	17	16
P-4	3	3	29	64	—	—	38	—	70	67
P-3	2	2	18	66	—	—	47	—	67	68
P-2/P-1	5	5	3	5	—	—	9	—	17	10
Subtotal	**15**	**15**	**65**	**153**	—	—	**97**	—	**177**	**168**
General Service category										
Principal level	—	—	5	9	—	—	—	—	5	9
Other levels	12	12	101	107	—	—	4	—	117	119
Subtotal	**12**	**12**	**106**	**116**	—	—	**4**	—	**122**	**128**
Total	**27**	**27**	**171**	**269**	—	—	**101**	—	**299**	**296**

(a) Office of the Assistant Secretary-General

55. The Office of the Assistant Secretary-General for Planning and Support is responsible for the elaboration and execution of policies and procedures for the overall direction of the substantive work of the Office; the development and coordination of plans for peacekeeping operations and other field missions; contributing to the development of concepts of operation and preparation of operational plans for peacekeeping operations; coordinating and developing administrative and financial policies and regulations; monitoring the deliberations of the United Nations legislative bodies; and maintaining liaison and contacts with permanent missions and Secretariat departments concerning their contributions to peacekeeping operations and other field missions.

56. The immediate office of the Assistant Secretary-General is currently staffed by one P-5 (Special Assistant) financed from the regular budget and two General Service staff financed from the support account. No additional posts are requested for the immediate office of the Assistant Secretary-General.

57. Following the consolidation of the mine-action activities in DPKO and the Department of Humanitarian Affairs and the establishment of the Mine Action Service, the post requirements within the support account have changed from one P-5, one P-4 and one General Service to two P-3 Programme Officers and one General Service. The Mine Action Service incorporates the mine-related functions previously carried out by the Demining Unit and is responsible for the planning and execution of all mine-action activities in support of peacekeeping operations.

58. No additional posts are requested for the Mine Action Service.

Table 15
Office of the Assistant Secretary-General

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
Assistant Secretary-General	1	1	—	—	—	—	—	—	1	1
P-5	1	1	—	—	—	—	—	—	1	1
P-3	—	—	—	2	—	—	1	—	1	2
Subtotal	**2**	**2**	**—**	**2**	**—**	**—**	**1**	**—**	**3**	**4**
General Service category										
Other levels	—	—	2	3	—	—	—	—	2	3
Subtotal	**—**	**—**	**2**	**3**	**—**	**—**	**—**	**—**	**2**	**3**
Total	**2**	**2**	**2**	**5**	**—**	**—**	**1**	**—**	**5**	**7**

(b) Planning Division

59. The Planning Division prepares operational and logistics plans, including contingency plans for potential, ongoing or closing peacekeeping and other field missions, integrating political, military and humanitarian aspects into cohesive plans for implementation in the field. The Division also develops planning concepts, procedures and methods to be applied to concrete situations.

60. The Division comprises the Mission Planning Service, the Civilian Police Unit and the Training Unit. The Lessons Learned Unit, which was previously located in the Planning Division, has been consolidated with the Policy and Analysis Unit of the Office of the Under-Secretary-General. The Medical Support Unit has been transferred to the Logistics and Communications Service of the Field Administration and Logistics Division.

61. Thirty-two additional posts are requested: for the Mission Planning Service, 1 P-5 (Chief, Mission Planning Service), 11 P-4 (Mission Planning Officers) and 1 General Service (administrative assistant); for the Civilian Police Unit, 1 D-1 (Police Adviser), 3 P-4 (Desk Officers) and 1 P-3 (Planning Officer); and for the Training Unit, 4 P-4 (Training Officers) and 1 P-3 (Training Officer) and one P-3 (Editor). In addition, eight additional posts are requested for the Rapidly Deployable Mission Headquarters: one P-5 (Chief, Staff Operations), six P-4 (Information Officer, Operations Officer, Logistics Officer, Civilian Police Officer, Humanitarian Affairs Officer and Engineering Officer) and one P-3 (Operations Staff Officer).

Table 16
Planning Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	—	—	—	1	—	—	—	—	—	1
P-5	—	—	2	4	—	—	1	—	3	4
P-4	—	—	5	29	—	—	18	—	23	29
P-3	—	—	—	4	—	—	6	—	6	4
Subtotal	**—**	**—**	**7**	**38**	**—**	**—**	**25**	**—**	**32**	**38**
General Service category										
Other levels	1	1	5	6	—	—	2	—	8	7
Subtotal	**1**	**1**	**5**	**6**	**—**	**—**	**2**	**—**	**8**	**7**
Total	**1**	**1**	**12**	**44**	**—**	**—**	**27**	**—**	**40**	**45**

Mission Planning Service

62. The Mission Planning Service prepares comprehensive operational plans for new peacekeeping operations and other missions, as required, and revises and modifies plans for current operations; prepares generic and mission-specific guidelines and procedures;

coordinates standby arrangements with Governments for the supply of troops, equipment, financial resources and other services; undertakes continuous exchanges of information with Member States regarding potential participation in the standby arrangements; and maintains an up-to-date database on operations in progress and completed missions.

63. During the period from 1 July 1997 to the present, the Mission Planning Service has carried out planning for the Congo, Sierra Leone, the Central African Republic, MONUA, the expansion of UNMOT, MINUGUA, reduction plans for UNTAES and UNPREDEP, the expansion of MINURSO and the Democratic Republic of the Congo. Since July 1997, the total number of Member States participating in the standby arrangements system has risen from 66 to 70. An additional five countries have provided capabilities and detailed information; the number of Member States that have signed memoranda of understanding has nearly doubled, from 8 to 15; and personnel resources have increased from 87,000 to nearly 100,000. In addition to the briefing on the standby arrangements provided to African Member States in November 1997, the Service carries out continuous briefings on the system including to external organizations. Numerous presentations to external defence, government and private organizations on the planning process have been conducted and the Service has participated in various international peacekeeping exercises. These activities as well as the continued preparation of guidelines and reports will continue during the period from 1 July 1998 to 30 June 1999.

64. Thirteen new posts are requested: 1 P-5 (Chief, Mission Planning Service), 11 P-4 (Mission Planning Officers) and 1 General Service (administrative assistant). In addition, eight additional posts are requested for the Rapidly Deployable Mission Headquarters: one P-5 (Chief of Staff Operations), six P-4 (Information Officer, Operations Officer, Logistics Officer, Civilian Police Officer, Humanitarian Affairs Officer and Engineering Officer) and one P-3 (Operations Staff Officer).

Table 17
Mission Planning Service

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
P-5	—	—	—	2	—	—	—	—	—	2
P-4	—	—	5	22	—	—	11	—	16	22
P-3	—	—	—	1	—	—	3	—	3	1
Subtotal	**—**	**—**	**5**	**25**	**—**	**—**	**14**	**—**	**19**	**25**
General Service category										
Other levels	1	1	2	3	—	—	2	—	5	4
Subtotal	**1**	**1**	**2**	**3**	**—**	**—**	**2**	**—**	**5**	**4**
Total	**1**	**1**	**7**	**28**	**—**	**—**	**16**	**—**	**24**	**29**

a. Office of the Chief of Service

65. The Office of the Chief of Service supervises, manages and organizes the work of the Mission Planning Service, which comprises the Generic Planning Unit, the Mission Development Unit, the Rapidly Deployable Mission Headquarters and the Standby Arrangements Unit.

66. One additional post is requested: one P-5 (Chief, Mission Planning Service).

Table 18
Office of the Chief of Service

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	—	1	—	—	—	—	—	1
P-4	—	—	1	1	—	—	—	—	1	1
P-3	—	—	—	—	—	—	1	—	1	—
Subtotal	—	—	1	2	—	—	1	—	2	2
General Service category										
Other levels	1	1	—	—	—	—	—	—	1	1
Subtotal	1	1	—	—	—	—	—	—	1	1
Total	1	1	1	2	—	—	1	—	3	3

b. Generic Planning Unit

67. The United Nations is still developing a coherent doctrine for its peacekeeping operations. In certain areas, the United Nations is already revising its past procedures to take into account lessons learned from more recent operations (the change in focus from inter-state to intra-state conflicts accounts for much of the need to revise guidelines). Considerable headway in the preparation of basic guidelines has been made, but there is an urgent need to consolidate and generate more substantial advise to missions in order to ensure adherence to United Nations policies and procedures and the application of lessons learned from previous operations. A firm link with the Lessons Learned Unit is required, as it is with the Medical and Training Units, the Civilian Police Unit and the Mine Action Service. This is a large task with considerable variety. Missions are almost always multifunctional.

68. For 1998-1999, the Unit will consolidate interdepartmental reference material, develop a paper comparing the compensation status for military personnel employed on the United Nations operations and develop mission planning service standard operational procedures and resources for the improvement of mapping graphics for presentation purposes.

69. No additional posts are requested for the Generic Planning Unit.

Table 19
Generic Planning Unit

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-4	—	—	2	2	—	—	—	—	2	2
Subtotal	**—**	**—**	**2**	**2**	**—**	**—**	**—**	**—**	**2**	**2**
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	**—**	**—**	**1**	**1**	**—**	**—**	**—**	**—**	**1**	**1**
Total	**—**	**—**	**3**	**3**	**—**	**—**	**—**	**—**	**3**	**3**

c. Mission Development Unit

70. The Mission Development Unit concentrates on three separate planning areas: contingency, future and ongoing plans. New plans are developed for potential contingencies, mandated current missions and missions that have been proposed and for which planning guidance has been issued. This activity includes the planning for major changes of the close-down of operations. In order to be prepared for the latter, ongoing missions have to be monitored.

71. During 1998-1999, the Unit will draft rules of engagement for MIPONUH, update the guidelines for the Police Commissioner for MIPONUH, participate in an initial survey mission team for the Central African Republic, monitor all the missions in three regions, participate in the extension of UNMOT, provide expert advice to contingent-owned equipment reimbursement negotiations, undertake preliminary planning for Albania, Azerbaijan, Armenia, the Central African Republic and Afghanistan, plan for the upcoming mission in Sierra Leone and the close-down of UNTAES and UNMIBH and for the expansion of MINURSO. The Unit will prepare draft guidelines for troop-contributing countries, military observers and instructions for the Force Commander of MINURSO.

72. Eight additional posts are requested: eight P-4 (Mission Planning Officers).

Table 20
Mission Development Unit

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-4	—	—	1	9	—	—	8	—	9	9
P-3	—	—	—	—	—	—	2	—	2	—
Subtotal	**—**	**—**	**1**	**9**	**—**	**—**	**10**	**—**	**11**	**9**

	Temporary posts									
	Regular budget		Support account		Other		Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Other levels	—	—	1	1	—	—	1	—	2	1
Subtotal	—	—	**1**	**1**	—	—	**1**	—	**2**	**1**
Total	—	—	**2**	**10**	—	—	**11**	—	**13**	**10**

d. Rapidly Deployable Mission Headquarters

73. The Special Committee on Peacekeeping Operations, in its report of 22 June 1995 (A/50/230), urged the Secretary-General to develop a rapidly deployable headquarters team composed of personnel skilled in essential military and civilian headquarters functions. The General Assembly endorsed this recommendation in its resolution 50/30 of 6 December 1995. In the Special Committee's report of 7 May 1996 (A/51/130), the Secretariat was requested to keep Member States informed with regard to the development and composition of the rapidly deployable headquarters team, following the Special Committee's recommendation of the previous year. That request was endorsed by the General Assembly in its resolution 51/136 of 13 December 1996.

74. The terms of reference of the Department of Peacekeeping Operations (ST/SGB/Organization) include specific responsibilities for improving the capability of the Organization to deploy field missions. The Committee for Programme and Coordination, in its report of 13 September 1996 (A/51/16 (Part II)), recommended that the General Assembly approve Programme 2 of the medium-term plan, as amended by the Committee. The amended plan stated that it was essential for the United Nations to be able to respond to threats to international peace and security, including by means of mounting future peacekeeping operations, when so mandated. It also stated that, in order to be able to fulfil such mandates, the programme must include the development, in the most transparent manner, of a rapidly deployable team composed of persons skilled in the essential civil and military functions of a headquarters, giving detailed consideration to its structure and mode of funding. Following the recommendation of the Committee for Programme and Coordination, the General Assembly adopted the plan in its resolution 51/219 of 18 December 1996.

75. With the establishment of a Rapidly Deployable Mission Headquarters (RDMHQ) team, a cohesive group of essential civilian and military personnel will be available at very short notice, following the authorization of a new peacekeeping operation by the Security Council. The RDMHQ will be sent to the mission area to help ensure that the deployment and initial phases of the operation are well managed in the field. The alternative, which has been faced in a number of previous operations, requires members of the various components, military and civilian, to arrive in the mission area and to operate for extended periods without a properly functioning mission headquarters. This not only complicates what is already a difficult task, but may lead to serious operational difficulties.

76. Once the Security Council has mandated an operation and a head of mission has been selected, the RDMHQ will provide an immediate capacity with which to begin the implementation of the mandate. This is particularly important during the crucial early stages of a deployment. The RDMHQ will act as the head of mission's initial staff, it will provide

information and advice to facilitate decision-making, ease coordination between the various mission components, promote liaison with and between the parties and establish a sound logistic and administrative infrastructure for the mission. As the operation grows in size and complexity, the presence of the RDMHQ will help incoming personnel to understand the operation more quickly and, especially, will promote the essential unity of effort needed to implement the Security Council's mandate.

77. Eight additional posts are requested: one P-5 (Chief, Staff Operations), six P-4 (Information Officer, Operations Officer, Logistics Officer, Civilian Police Officer, Humanitarian Affairs Officer and Engineering Officer) and one P-3 (Operations Staff Officer).

Table 21
Rapidly Deployable Mission Headquarters

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	—	1	—	—	—	—	—	1
P-4	—	—	—	6	—	—	—	—	—	6
P-3	—	—	—	1	—	—	—	—	—	1
Subtotal	—	—	—	**8**	—	—	—	—	—	**8**
General Service category	—	—	—	—	—	—	—	—	—	—
Total	—	—	—	**8**	—	—	—	—	—	**8**

e. Standby Arrangements Unit

78. The Standby Arrangements Unit is responsible for managing and maintaining contributions for rapid deployment from more than 50 Member States. Contributions consist of nearly 100,000 individuals together with equipment and services offered to the United Nations for use in future peacekeeping operations. The Unit is currently consolidating possible contributions from approximately 40 Member States. It is also the point of contact and provides advice on regional initiatives to Member States. Finally, the Unit gives advice to permanent missions on how to proceed in order to participate in peacekeeping missions. To keep track of all the contributions, the Unit maintains a comprehensive database on these resources.

79. Four additional posts are requested: three P-4 (Mission Planning Officers) and one General Service (administrative assistant).

Table 22
Standby Arrangements Unit

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category										
P-4	—	—	1	4	—	—	3	—	4	4
Subtotal	—	—	1	4	—	—	3	—	4	4
General Service category										
Other levels	—	—	—	1	—	—	1	—	1	1
Subtotal	—	—	—	1	—	—	1	—	1	1
Total	—	—	1	5	—	—	4	—	5	5

f. Civilian Police Unit

80. The Civilian Police Unit provides advice and develops guidelines for the employment, conditions of service, training and administration of civilian police in peacekeeping operations. The Unit also acts as focal point for permanent missions on agreements with Governments concerning the provision of police for service with the United Nations and provides advice on operational police matters.

81. Additional responsibilities include the development of civilian police guidelines for each new mission, the review of standard operating procedures, participation in United Nations technical survey missions, selection of assistance teams and civilian police training programmes.

82. In recent years, the involvement of civilian police in United Nations peacekeeping missions has experienced considerable growth and there is every indication that the trend will continue, given the changing nature of the United Nations post-conflict intervention. Greater emphasis is being placed on the provision of assistance to the local authorities in developing a capacity for self-governance, in particular in the area of criminal justice. The complexity of tasks mandated to civilian police in Haiti, Bosnia and Herzegovina, Angola and Western Sahara is evidence of the increasing reliance and utilization of civilian police in peacekeeping missions. At present, there are currently over 3,000 civilian police monitors deployed in eight field missions.

83. Five additional posts are requested: one D-1 (Police Adviser), three P-4 (Desk Officers) and one P-3 (Planning Officer).

Table 23
Civilian Police Unit

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	—	—	—	1	—	—	—	—	—	1
P-5	—	—	1	1	—	—	1	—	2	1
P-4	—	—	—	3	—	—	3	—	3	3
P-3	—	—	—	1	—	—	1	—	1	1
Subtotal	**—**	**—**	**1**	**6**	**—**	**—**	**5**	**—**	**6**	**6**
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	**—**	**—**	**1**	**1**	**—**	**—**	**—**	**—**	**1**	**1**
Total	**—**	**—**	**2**	**7**	**—**	**—**	**5**	**—**	**7**	**7**

g. Training Unit

84. The Training Unit prepares guidelines, manuals and other relevant training material to assist Member States in preparing their civilian police and military personnel for peacekeeping operations. The Unit acts as focal point with Member States for training activities and promotes the sharing of information and experience with the United Nations as well as the training of individuals and units engaged in peacekeeping operations. It prepares proposals for training of staff participating in peacekeeping operations and assists in the creation of a pool of trained personnel who are familiar with United Nations rules, regulations and policies.

85. The Training Unit anticipates the completion of all the budgeted activities outlined in the programme of work proposed for 1997-1998. However, the generosity of Member States, partnerships with a number of other United Nations agencies and the availability of funding support from such areas as the Trust Fund for the Improving Preparedness for Conflict Prevention in Africa, has permitted the Unit to extend its training programme further. By the end of June 1998, the Unit will have completed two "train the trainers" courses in Turin, Italy, and three United Nations training assistance team seminars in Ghana, Singapore and Zambia; coordinated the United Nations participation in three major, multinational, multidimensional exercises focused on mission management; supported the new mission management seminar; published a broad range of training material; and arranged or conducted 15 United Nations training assistance team visits. A cadre of 100 well-trained peacekeeping instructors and advisers now exists worldwide to assist Member States and regional organizations in the preparation of their peacekeepers. The Unit also provided briefings and short training sessions to at least 40 groups and individuals during the year. Publications in the form of guidance, standards, handbooks and codes of conduct are produced, with those which are disseminated down to the individual contingent being

translated into the official languages to reach a broader audience. The Unit also anticipates the production of a CD-ROM to include all the extant material.

86. Six additional posts are requested: four P-4 (Training Officers), one P-3 (Training Officer) and one P-3 (Editor).

Table 24
Training Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	—	—	—	4	—	—	4	—	4	4
P-3	—	—	—	2	—	—	2	—	2	2
Subtotal	—	—	1	7	—	—	6	—	7	7
General Service category										
Other levels	—	—	2	2	—	—	—	—	2	2
Subtotal	—	—	2	2	—	—	—	—	2	2
Total	—	—	3	9	—	—	6	—	9	9

(c) Field Administration and Logistics Division

87. The Field Administration and Logistics Division provides, within an evolving regulatory framework, administrative, financial, personnel, material and logistics support to the Organization's peacekeeping and other field operations from the planning stages, to their establishment and through their liquidation.

88. Currently, the Division supports 17 peacekeeping operations and 10 other field missions with a total of over 20,000 deployed international and local civilian staff, civilian police and military personnel, close to $1,200 million in aggregate yearly budgets and assets with a total inventory value of around $610 million. The Division is also involved in the liquidation of eight closed missions. In addition, it administers a number of trust funds.

(i) Office of the Director

89. The Office of the Director of the Field Administration and Logistics Division provides overall management, orientation and coordination of the work of the Division. This involves initiation of reviews, to be further elaborated by the services concerned, of the regulatory framework, including policies, processes and procedures; review and approval of the final products stemming from the various initiatives to enhance the capacity and preparedness of the Division to mount field operations and manage them efficiently; liaison with the Department of Political Affairs in connection with the operations under that Department's purview, with other entities outside DPKO, as well as with Member States and legislative bodies; and participation in intergovernmental meetings.

90. The Office manages the resources of the Division, ensures that accountability and internal control measures are in place and establishes and reviews requirements for programme monitoring and evaluation. It acts as a focal point for coordination and integration of activities undertaken by the three services within the Division, especially where required for resolution of issues that fall across their responsibilities and have implications for all peacekeeping operations.

91. The staffing indicated for the Office of the Director in the previous support account budget was incorrect; the posts required to carry out these functions comprise four posts in the Professional category and above and four General Service posts.

92. No additional posts in the Office of the Director are proposed.

Table 25
Office of the Director

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	1	1	—	—	—	—	—	—	1	1
P-4	—	—	1	1	—	—	—	—	1	1
P-3	—	1	—	—	—	—	—	—	—	1
Subtotal	**2**	**3**	**1**	**1**	**—**	**—**	**—**	**—**	**3**	**4**
General Service category										
Other levels	1	1	3	3	—	—	—	—	4	4
Subtotal	**1**	**1**	**3**	**3**	**—**	**—**	**—**	**—**	**4**	**4**
Total	**3**	**4**	**4**	**4**	**—**	**—**	**—**	**—**	**7**	**8**

(ii) Finance Management and Support Service

93. The Finance Management and Support Service provides financial management and support services for field missions from start-up through closure. The Service coordinates, prepares and submits to the Controller proposals for resource requirements of field missions for review, finalization and submission to legislative organs. The Service reviews and analyses field requirements with a view to ensuring their reasonability and timely submission to the Controller; provides support to substantive departments and field missions to ensure effective resource management and control and provides day-to-day guidance on the application of Financial Regulations and Rules of the United Nations. It reviews, verifies and certifies claims from Governments for supplies and services, death and disability, as well as for reimbursement of the use of contingent-owned equipment. It also administers financial arrangements in consultation with field missions and headquarters operational units, including certification of payments for global vehicle insurance arrangements in conjunction with the Insurance Unit; commercial satellite communications; freight forwarding charges; aircraft operations; and other commercial services. It administers

financial liquidation of existing missions as it pertains to the disposal of equipment, supplies and other assets. The service is divided into two sections: the Claims and Information Management Section and the Financial Support Section.

Table 26
Finance Management and Support Service

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	—	—	1	1	—	—	—	—	1	1
P-5	1	1	2	2	—	—	1	—	4	3
P-4	1	1	6	8	—	—	4	—	11	9
P-3	1	—	6	16	—	—	14	—	21	16
P-2/P-1	2	2	1	1	—	—	3	—	6	3
Subtotal	**5**	**4**	**16**	**28**	**—**	**—**	**22**	**—**	**43**	**32**
General Service category										
Principal level	—	—	1	4	—	—	—	—	1	4
Other levels	3	3	17	19	—	—	2	—	22	22
Subtotal	**3**	**3**	**18**	**23**	**—**	**—**	**2**	**—**	**23**	**26**
Total	**8**	**7**	**34**	**51**	**—**	**—**	**24**	**—**	**66**	**58**

a. Claims and Information Management Section

94. The Claims and Information Management Section is responsible for implementing legislative decisions of the General Assembly and policy guidelines set by the Office of Programme Planning, Budget and Accounts on contingent-owned equipment and letters of assist claims. The Section reviews, verifies and processes claims from troop-contributing countries in respect of spare parts, supplies and services and reimbursement for the use of contingent-owned equipment.

95. The Section is divided into three units, the Contingent-Owned Equipment Claims Unit, the Death and Disability and Other Claims Unit and the Systems and Data Analysis Unit, in accordance with functional responsibilities. The Office of the Chief of Section currently has three posts (one P-5 and two General Service (Other level)). An additional General Service (Other level) post is requested for the Office of the Chief of Section. Functions of each of the units are briefly described below.

Table 27
Claims and Information Management Section

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	1	—	2	1
P-4	—	—	3	3	—	—	3	—	6	3
P-3	—	—	2	12	—	—	11	—	13	12
P-2/P-1	2	2	1	1	—	—	3	—	6	3
Subtotal	**2**	**2**	**7**	**17**	**—**	**—**	**18**	**—**	**27**	**19**
General Service category										
Principal level	—	—	—	1	—	—	—	—	—	1
Other levels	1	1	6	8	—	—	2	—	9	9
Subtotal	**1**	**1**	**6**	**9**	**—**	**—**	**2**	**—**	**9**	**10**
Total	**3**	**3**	**13**	**26**	**—**	**—**	**20**	**—**	**36**	**29**

i. Contingent-Owned Equipment Claims Unit

96. The Contingent-Owned Equipment Claims Unit reviews and certifies claims from troop-contributing countries for contingent-owned equipment in accordance with procedures under both the old and new systems, as well as claims for loss or damage to personal effects of military contingents. The Unit also processes requests for payment from troop-contributing countries in respect of supplies and services rendered to a peacekeeping operation under letters of assist.

97. In 1998-1999 the Contingent-Owned Equipment Claims Unit will process claims from troop-contributing countries in respect of contingent-owned equipment, goods and services for ongoing missions and those under liquidation. It is envisaged that the present backlog in contingent-owned equipment, letters of assist and spare parts claims will require several months of intensive work before the operation becomes current.

98. Nine additional posts are requested: seven P-3 (Claims Officer), one General Service (Principal level) (claims assistant) and one General Service (Other level) (claims assistant).

Table 28
Contingent-Owned Equipment Claims Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	—	—	—	—	1	—	1	—
P-4	—	—	1	1	—	—	2	—	3	1
P-3	—	—	2	9	—	—	7	—	9	9
P-2/P-1	2	2	—	—	—	—	3	—	5	2
Subtotal	**2**	**2**	**3**	**10**	**—**	**—**	**13**	**—**	**18**	**12**
General Service category										
Principal level	—	—	—	1	—	—	—	—	—	1
Other levels	1	1	2	3	—	—	1	—	4	4
Subtotal	**1**	**1**	**2**	**4**	**—**	**—**	**1**	**—**	**4**	**5**
Total	**3**	**3**	**5**	**14**	**—**	**—**	**14**	**—**	**22**	**17**

ii. Death and Disability and Other Claims Unit

99. The Unit processes claims for death and disability of contingent members, emplacement, rotation and repatriation of military contingents and contingent-owned equipment, consumable supplies, ammunition and weapons, and for technical and other services. The Unit is responsible for the administration of claims under the letters of assist arrangements and other claims from Governments as well as those for death, injury, disability and illness of military contingents. In addition, it is also responsible for the administration of third-party claims, including commercial disputes.

100. During 1998-1999, the Unit will continue to process death and disability claims for contingent personnel in ongoing missions and will also continue to clear the backlog of claims, which was reduced to 285 as at 31 December 1997. However, it is anticipated that a minimum of an additional 600 prior period claims will be submitted relating to recently liquidated missions, such as UNPROFOR, which will consequently increase the workload of the Unit.

101. One additional post is requested: one P-3 (Claims Officer).

Table 29
Death and Disability and Other Claims Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-4	—	—	1	1	—	—	—	—	1	1
P-3	—	—	—	1	—	—	2	—	2	1
P-2/P-1	—	—	1	1	—	—	—	—	1	1
Subtotal	**—**	**—**	**2**	**2**	**—**	**—**	**2**	**—**	**4**	**3**
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	**—**	**—**	**1**	**1**	**—**	**—**	**—**	**—**	**1**	**1**
Total	**—**	**—**	**3**	**4**	**—**	**—**	**2**	**—**	**5**	**4**

iii. Systems and Data Analysis Unit

102. The Systems and Data Analysis Unit is responsible for the preparation of data analyses for resource planning and financial management. The Unit updates the standard cost manual; prepares standard ratios based on historical data and experience in the field; coordinates, plans, designs, develops, implements and maintains an effective data-processing and management information system and provides analysis of data downloaded from IMIS. It also maintains and updates tables relating to the monitoring of allotments.

103. During the period 1998-1999, the Unit will undertake structured tests of its information management system and provide support throughout the Organization to its users. The Unit will also document the system to enhance maintenance; maintain interface with the United Nations standard information systems; develop user training for each area of the system; serve as a help desk; and assist in the database administration.

104. Two additional posts are requested: two P-3 (Electronic Data-Processing Analysts).

Table 30
Systems and Data Analysis Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-4	—	—	1	1	—	—	1	—	2	1
P-3	—	—	—	2	—	—	2	—	2	2
Subtotal	**—**	**—**	**1**	**3**	**—**	**—**	**3**	**—**	**4**	**3**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	—	—	1	1	—	—	—	—	1	1
Total	—	—	2	4	—	—	3	—	5	4

b. Financial Support Section

105. The Financial Support Section is responsible for the day-to-day management of financial resources and other programme elements for peacekeeping, peacemaking, preventive diplomacy and related operations and missions by administering Headquarters allotments, certifying requisitions and miscellaneous obligating documents raised at Headquarters. The Section also determines financial requirements for new and expanding missions for submission to the Controller; determines Headquarters financial requirements of follow-up/consolidated missions and reviews field requirements for submission to the Controller; conducts ratio analyses to attest consistency of input from Headquarters and field throughout the resource planning and financial management process; prepares requests for commitment authorization for start-up and expansion of missions; implements policy guidelines for financial management; provides clarifications and directives to the field, including compliance with the Financial Regulations and Rules of the United Nations; and prepares financial performance reports.

106. The Section is divided into four units: Africa Unit, Asia and Middle East Unit, Europe and Latin America Unit and Liquidation Support Unit. The functions of each of these are described below.

Table 31
Financial Support Section

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category and above										
P-5	1	1	—	—	—	—	—	—	1	1
P-4	1	1	2	3	—	—	—	—	3	4
P-3	1	—	3	2	—	—	2	—	6	2
Subtotal	3	2	5	5	—	—	2	—	10	7

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Principal level	—	—	1	3	—	—	—	—	1	3
Other levels	2	2	9	9	—	—	—	—	11	11
Subtotal	**2**	**2**	**10**	**12**	**—**	**—**	**—**	**—**	**12**	**14**
Total	**5**	**4**	**15**	**17**	**—**	**—**	**2**	**—**	**22**	**21**

i. Africa Unit

107. The Africa Unit is responsible for the day-to-day financial management for UNOMIL, UNPOS, MONUA, MINURSO, Burundi, the International Commission of Inquiry for Rwanda, Sierra Leone, the United Nations Office in Liberia and several trust funds. The Unit provides guidance on policy issues to field missions, assists in the preparation of contingency planning within the Department and other United Nations departments and agencies, reviews monthly field and headquarters field allotment reports to monitor progress, assists in the preparation of budget proposals and financial performance reports and attends legislative bodies deliberations on budget and financial performance reports.

108. During 1998-1999, the Africa Unit will continue to support UNPOS, MONUA, MINURSO, Burundi, the International Commission of Inquiry for Rwanda, Sierra Leone, the United Nations Office in Liberia and the respective trust funds. The possible peacekeeping operation in the Central African Republic will also be supported by the Africa Unit.

109. One additional post is requested: one General Service (Principal level) (Finance Assistant).

Table 32
Africa Unit

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category										
P-4	1	1	—	—	—	—	—	—	1	1
P-3	—	—	1	1	—	—	1	—	2	1
Subtotal	**1**	**1**	**1**	**1**	**—**	**—**	**1**	**—**	**3**	**2**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Principal level	—	—	—	1	—	—	—	—	—	1
Other levels	2	2	—	—	—	—	—	—	2	2
Subtotal	**2**	**2**	**—**	**1**	**—**	**—**	**—**	**—**	**2**	**3**
Total	**3**	**3**	**1**	**2**	**—**	**—**	**1**	**—**	**5**	**5**

ii. Asia and Middle East Unit

110. The Asia and Middle East Unit is responsible for the day-to-day financial management of UNIFIL, UNDOF, UNFICYP, UNIKOM, UNMOT, UNMOGIP, UNSCO, UNTSO, UNSMA, the Special Representative of the Secretary-General in Cambodia and the Committee on Missing Persons in Cyprus. This includes preparation of budget estimates, financial performance reports, responses to day-to-day inquiries from the field, briefing management and visiting staff from missions on financial management issues. The Unit provides responses and relevant documentation to internal and external auditors.

111. During 1998-1999, the Asia and Middle East Unit will continue to support UNIFIL, UNFICYP, UNDOF, UNIKOM, UNMOT, UNMOGIP, UNSCO, UNTSO, UNGCI, UNSMA, the Special Representative of the Secretary-General in Cambodia and the Committee on Missing Persons in Cyprus.

112. No additional posts are requested for the Asia and Middle East Unit.

Table 33
Asia and Middle East Unit

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category										
P-4	—	—	1	1	—	—	—	—	1	1
P-3	1	—	—	—	—	—	—	—	1	—
Subtotal	**1**	**—**	**1**	**1**	**—**	**—**	**—**	**—**	**2**	**1**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	—	—	3	3	—	—	—	—	3	3
Subtotal	**—**	**—**	**4**	**4**	**—**	**—**	**—**	**—**	**4**	**4**
Total	**1**	**—**	**5**	**5**	**—**	**—**	**—**	**—**	**6**	**5**

iii. Europe and Latin America Unit

113. The Europe and Latin America Unit is responsible for the day-to-day financial management of UNMIBH, UNTAES, UNPREDEP, UNOMIG, MIPONUH and a number of trust funds. This includes preparation of budget estimates, financial performance reports, responses to day-to-day inquiries from the field, briefing management and visiting staff from missions on financial management issues. The Unit also provides responses and relevant documentation to internal and external auditors.

114. During 1998-1999, the Europe and Latin America Unit will continue to support the ongoing missions in UNOMIG, UNMIBH, MINUGUA, MICIVIH, UNPREDEP, MIPONUH and the United Nations Logistics Base at Brindisi. It will also continue supporting the remaining activities of UNTAES and the Police Support Group.

115. One additional post is requested: one General Service (Principal level) (Finance Assistant).

Table 34
Europe and Latin America Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-4	—	—	1	1	—	—	—	—	1	1
P-3	—	—	1	1	—	—	1	—	2	1
Subtotal	—	—	**2**	**2**	—	—	**1**	—	**3**	**2**
General Service category										
Principal level	—	—	—	1	—	—	—	—	—	1
Other levels	—	—	3	3	—	—	—	—	3	3
Subtotal	—	—	**3**	**4**	—	—	—	—	**3**	**4**
Total	—	—	**5**	**6**	—	—	**1**	—	**6**	**6**

iv. Liquidation Unit

116. The Liquidation Unit was established to provide supervision, coordination and continuity in the liquidation phase of a mission, both at Headquarters and in the field. Its tasks include providing liquidation guidelines to the field; review and close field accounts prior to hand-over to the Accounts Division; ensuring that outstanding commercial claims are processed; bringing cases submitted to the Claims Review Board, the Property Survey Board and the Board of Inquiry up to date and establishing balances of accounts receivable and payable; reviewing the standard format for disposition of assets as well as depreciation scales for transmittal to the mission for appropriate action; ensuring that the report on the final disposition of assets is submitted prior to the departure of the Chief Administrative Officer of the mission; liaison with the Audit and Management Consulting Division and the Office of Internal Oversight Services to ensure that the final internal audit is conducted

before the departure of senior staff; and preparing final financial performance reports with explanations and justifications for submission to the Controller.

117. During 1998-1999, the Liquidation Unit will complete outstanding liquidation tasks for UNPF, UNAMIR, UNOSOM, ONUMOZ and UNOMIL. It will also initiate liquidations of UNTAES and possibly UNPREDEP and MINOPUH. The Unit also will write basic guidelines derived from experience gained from the above-mentioned liquidations. The Unit will also serve as the institutional memory on follow-up matters of all liquidated missions.

118. No additional posts are requested; however, the upgrading of one P-3 to P-4 (Chief of Unit) is requested.

Table 35
Liquidation Unit

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Grats personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-4	—	—	—	1	—	—	—	—	—	1
P-3	—	—	1	—	—	—	—	—	1	—
Subtotal	—	—	**1**	**1**	—	—	—	—	**1**	**1**
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	—	—	**1**	**1**	—	—	—	—	**1**	**1**
Total	—	—	**2**	**2**	—	—	—	—	**2**	**2**

(iii) Logistics and Communications Service

119. The Logistics and Communications Service is responsible for providing logistical and administrative backstopping support to field missions.

120. The Service consists of five different sections according to functional responsibilities: the Electronics Services Section, the Engineering Section, the Logistics Operations Section, the Supply Section and the Transport Section.

Table 36
Logistics and Communications Service

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	—	—	1	1	—	—	—	—	1	1
P-5	—	—	5	6	—	—	1	—	6	6
P-4	1	1	12	22	—	—	11	—	24	23
P-3	—	—	8	39	—	—	23	—	31	39
P-2/P-1	1	1	—	2	—	—	6	—	7	3
Subtotal	**2**	**2**	**26**	**70**	**—**	**—**	**41**	**—**	**69**	**72**
General Service category										
Principal level	—	—	2	3	—	—	—	—	2	3
Other levels	1	1	36	39	—	—	—	—	37	40
Subtotal	**1**	**1**	**38**	**42**	**—**	**—**	**—**	**—**	**39**	**43**
Total	**3**	**3**	**64**	**112**	**—**	**—**	**41**	**—**	**108**	**115**

a. Electronics Services Section

121. The Electronics Services Section consists of two units: the Electronic Data-Processing Unit and the Communications Unit. The Electronic Data-Processing Unit provides electronic data-processing support to all field missions as well as to all the Department's offices at Headquarters. This includes the global management of the electronic data-processing assets of the Field Administration and Logistics Division, the development of software and hardware applications in support of peacekeeping operations, the management of hardware and software upgrade programmes, provision of staff training programmes, continuous review of electronic data-processing support arrangements in field missions and the provision of specialist technical advice to missions, as required. The Communications Unit provides communications support to all field missions. Its tasks include the global management of the communications assets of the Field Administration and Logistics Division, the operations of the global continuous review of communications arrangements in field missions and provision of specialist technical advice to missions, as required.

122. During 1997-1998, the Section provided ongoing support to about 30 field missions worldwide. It assisted with pre-liquidation planning activities in support of several missions and with the planning of the potential establishment or expansion of four new operations. The Section's work programme for 1997 was based on the assumption that routine workload arising from supporting existing missions would diminish owing to the expected reduction in their overall number. However, while there was a reduction in the number of fielded peacekeepers, the number of operations supported actually increased, resulting in an increase in the workload in the Section. As a result, the resources initially allocated to new projects and other developmental work had to be redeployed in order to be able to cope with the day-

to-day electronic data-processing and communications support, and unforeseen planning activities.

123. During 1998-1999, it is expected that the Section will continue to provide ongoing support to existing peacekeeping and other missions as well as to those which may be established by the Security Council.

124. In addition, the Section plans to complete the implementation of the field assets control system at all field missions and to proceed with the development of the field mission logistics system, which will extend the asset management capabilities provided by the field assets control system to all peacekeeping assets, including expendables. Finally, the Section will review and amend the draft manuals, handbooks and guidelines being developed by the Service.

125. Eleven additional posts are requested: two P-4 (Chief, Communications Unit, and Chief, Field Mission Logistics System Unit), five P-3 (two Communications Desk Officers and three Systems Analysts/Programmers), one General Service (Principal level) (electronic data-processing assistant) and three General Service (Other level) (two electronic data-processing assistants and one administrative assistant).

Table 37
Electronics Services Section

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	—	—	1	3	—	—	1	—	2	3
P-3	—	—	3	8	—	—	1	—	4	8
P-2/P-1	1	1	—	—	—	—	1	—	2	1
Subtotal	**1**	**1**	**5**	**12**	**—**	**—**	**3**	**—**	**9**	**13**
General Service category										
Principal level	—	—	1	2	—	—	—	—	1	2
Other levels	—	—	8	11	—	—	—	—	8	11
Subtotal	**—**	**—**	**9**	**13**	**—**	**—**	**—**	**—**	**9**	**13**
Total	**1**	**1**	**14**	**25**	**—**	**—**	**3**	**—**	**18**	**26**

b. Engineering Section

126. The Engineering Section comprises two units: the Technical Support Unit and the Engineering Operations Unit. The Technical Support Unit provides day-to-day engineering support for all field missions supported by the Division. This includes the global management of the Division's engineering assets, the arrangement of capital asset replacement programmes, the continuous review of engineering support arrangements in existing missions and the provision of specialist technical advice to missions as and when required. The Engineering Operations Unit, on the other hand, plans engineering aspects

for the creation of new missions, for any required adjustments in the internal support arrangements of field missions following mandate changes and for the drawdown/liquidation of reducing/closing missions.

127. During 1998-1999, the Engineering Section will continue to provide ongoing support to the existing peacekeeping and other missions as well as to those which may be established by the Security Council. It is also expected that the Section will be required to conduct contingency planning for a number of proposed peacekeeping missions, as well as for the expansion/drawdown or liquidation of existing field missions.

128. Eight additional posts are requested: one P-4 (Civil Engineer/Architect) and seven P-3 (three Engineering Operations Officers, one Water and Sanitation Engineer, one Electrical Engineer, one Combat/Field Engineer and one Engineer Officer/Asset Material Manager).

Table 38
Engineering Section

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	1	1	1	2	—	—	2	—	4	3
P-3	—	—	—	7	—	—	5	—	5	7
P-2/P-1	—	—	—	—	—	—	1	—	1	—
Subtotal	**1**	**1**	**2**	**10**	**—**	**—**	**8**	**—**	**11**	**11**
General Service category										
Other levels	—	—	3	3	—	—	—	—	3	3
Subtotal	**—**	**—**	**3**	**3**	**—**	**—**	**—**	**—**	**3**	**3**
Total	**1**	**1**	**5**	**13**	**—**	**—**	**8**	**—**	**14**	**14**

c. Logistics Operations Section

129. The Logistics Operations Section is responsible for planning and coordinating all multidisciplinary logistics support for all field missions supported by the Field Administration and Logistics Division, including future missions, current, expanding or downsizing missions and missions undergoing liquidation. This central coordination role is essential to ensuring that the specialist activities of the other Division's sections are integrated for maximum effectiveness and efficiency.

130. The Section is also responsible for integrating the mission planning activities of the Service and Personnel Management and Support Service, and for coordinating the input of the Field Administration and Logistics Division into contingency plans prepared by the Mission Planning Service and the Office of Operations. The Section assists the Finance Management and Support Service by coordinating the assessment of mission budgetary requirements.

131. Finally, the Section (through its Administrative Support Unit) provides office facilities, equipment, supplies and administrative services to all Logistics and Communications Service and many functional areas of the Division. These include operating a central document registry and information system for Logistics and Communications Service and handling the Division's diplomatic pouches sent to all missions on a weekly basis.

132. During 1997-1998, the Section planned for expanding potential missions in Sierra Leone, the Democratic Republic of the Congo, the Congo, UNMIBH, UNMOT and MINURSO and also for activities in the Great Lakes region, the Central African Republic and Cambodia. The Section conducted drawdown or liquidation planning for the following: UNTAES, UNPF, UNAVEM, MONUA, UNOMIL, UNMIH, UNSMIH, UNTMIH, UNPREDEP and MINUGUA. It coordinated ongoing support to about 30 field missions worldwide.

133. In the same period, the Section was unable to complete a number of tasks owing to a combination of limited resources and competing priorities. The resulting backlog of work included the development of logistics policy, procedures and managerial tools to improve the development and implementation of comprehensive procedures for the reimbursement to troop contributors for the provision of contingent-owned equipment in field missions; the full development and implementation of the field assets control system; the development of the field mission logistics system; and the finalization of claims related to self-sustainment by contingents in closed peacekeeping missions. Work on all of these is therefore still in progress.

134. It is estimated that, during 1998-1999, the Section will continue to be involved in the provision of ongoing support to the existing peacekeeping and other missions as well as to those which may be established by the Security Council. It is also expected that the Section will be required to conduct contingency planning for a number of proposed peacekeeping missions, as well as for the expansion/drawdown or liquidation of existing field missions.

135. In addition, the Section plans to complete review and amendment of draft manuals, handbooks and guidelines and to assist in the finalization of procedures for the review and verification of reimbursement for contingent-owned equipment.

136. Seven additional posts are requested: one P-4 (Chief, Future Operations Unit) and six P-3 (four Logistics Current Operations Officers, one Mission Headquarters Officer and one Logistics Future Operations Officer).

Table 39
Logistics Operations Section

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	—	—	2	3	—	—	1	—	3	3
P-3	—	—	—	6	—	—	5	—	5	6
P-2/P-1	—	—	—	—	—	—	1	—	1	—
Subtotal	—	—	3	10	—	—	7	—	10	10
General Service category										
Other levels	—	—	8	8	—	—	—	—	8	8
Subtotal	—	—	8	8	—	—	—	—	8	8
Total	—	—	11	18	—	—	7	—	18	18

d. Supply Section

137. The Supply Section manages the provision of services and supplies for United Nations peacekeeping and other field missions, as well as the property management of United Nations-owned assets and generic issues of contract administration and management.

138. The main duties of the Section focus on the planning, implementation and monitoring of major contracts for commodities and services in excess of $200 million. The principal tasks of the Section include planning mission-wide requirements for commodities and service support systems; defining and reviewing mission specific requirements; organization of the projects for commercial procurement or Member States' contributions under letters of assist; supervision of the implementation of contracts and directing remedial action programmes as required; establishing generic requirements as regards the administration and management of contracts; development implementation and updating of policies and procedures related to assets management and property control, review and recommendations of arrangements under the contingent-owned equipment system, with special emphasis on the implementation of self-sustainment/capability; preparation and presentation of Property Survey Board cases; development and maintenance of proper monitoring tools on contracts requiring review by the Headquarters Committee on Contracts.

139. There are two units within the Section: the General Supply Unit and the Property Control and Survey Board Unit. These Units are responsible for rations and service support requirements and contracts currently valued at $80 and $46 million, respectively; fuel in the amount of $28 million; and various other services for a total of $170 million. The Property Control and Survey Board Unit is responsible for the processing and review, with the assistance of the technical section, of the property survey cases from peacekeeping and other field missions that require Headquarters action.

140. During 1998-1999, the Service will, *inter alia*, establish/standardize common language for United Nations requirements for rations services; standardize/replicate all mission

procedures for contract implementation, including software application tools for reconciling orders and receipts, and guidelines for control and monitoring; reduce procurement time in start-up operations by designing a ration scale with a limited range of produce; minimize costs of strategic reserves inventoried by missions by providing standards and guidelines to missions on stock rotation, consumption and liquidation of stock; improve forecasting capability for budgeting and contracting by analysing consumption patterns for aircraft, vehicle and generator fuel types in all missions; develop budget ratios for each mission configuration; analyse the cost/benefits of current markets approached to providing major support services; and develop strategy for a United Nations approach to performance-based contracting.

141. Seven additional posts are requested: four P-4 (one Supply Officer-Rations Contracts and three Contracts Management Officers), one P-3 (Supply Officer-General Supply/Letters of Assist) and two P-2 (Supply Officer-Petrol, Oil and Lubricants and Contracts Management Officer).

Table 40
Supply Section

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	2	—	—	1	—	2	2
P-4	—	—	2	7	—	—	5	—	7	7
P-3	—	—	2	6	—	—	4	—	6	6
P-2/P-1	—	—	—	2	—	—	2	—	2	2
Subtotal	**—**	**—**	**5**	**17**	**—**	**—**	**12**	**—**	**17**	**17**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	—	—	8	8	—	—	—	—	8	8
Subtotal	**—**	**—**	**9**	**9**	**—**	**—**	**—**	**—**	**9**	**9**
Total	**—**	**—**	**14**	**26**	**—**	**—**	**12**	**—**	**26**	**26**

e. Medical Support Unit

142. The Medical Support Unit plans, organizes and supports medical aspects of peacekeeping operations. This includes the evaluation of medical information from mission areas and other sources; the development of medical training policies and guidelines; and the determination and requisitioning of medical supplies and equipment for peacekeeping operations. Additional activities include the development of a comprehensive medical support manual, the establishment of the medical component of the peacekeeping database and participation in various technical survey and other travel to the field.

143. Five additional posts are requested: one P-5 (Chief, Medical Support), one P-4 (Deputy Chief), two P-3 (Medical Support Officers) and one P-3 (Medical Supply Officer).

Table 41
Medical Support Unit

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	—	1	—	—	1	—	1	1
P-4	—	—	—	1	—	—	1	—	1	1
P-3	—	—	—	3	—	—	3	—	3	3
Subtotal	**—**	**—**	**—**	**5**	**—**	**—**	**5**	**—**	**5**	**5**
General Service category										
Other levels	—	—	1	1	—	—	—	—	1	1
Subtotal	**—**	**—**	**1**	**1**	**—**	**—**	**—**	**—**	**1**	**1**
Total	**—**	**—**	**1**	**6**	**—**	**—**	**5**	**—**	**6**	**6**

f. Transport Section

144. The Transport Section manages the provision of all transportation services for peacekeeping operations and other field missions. This includes all charter services (air, sea and land), long-term aircraft contractual services, long-term shipping charters, vehicles and spare parts, as well as vehicle insurance and claims and the United Nations aviation safety programme. The Section manages assets valued at approximately $400 million and equipment and services estimated at $150 million annually. The Section is divided into five principal units: the Surface Transport Unit, the Air Transport Unit, the Aviation Safety Unit, the Movement Control Unit and the Sea Transport Unit. The functions of each of these units as well as their projected workload for 1998-1999 are described in paragraphs 146 to 165 below.

145. Recently, as the level of peacekeeping activity has stabilized, the Section has been able to plan and conduct most of its activities on a proactive rather than on a reactive basis, which was the normal modus operandi in the past few years. The current staffing level has allowed the Section to undertake market research and studies and has enabled it to improve the delivery of services in the support of peacekeeping operations. However, continuous efforts are required to continue the implementation of those activities. A summary of some of the proposed improvements and areas needing attention by units are described below.

i. Surface Transport Unit

146. The Unit administers a total of approximately 10,000 vehicles worldwide. It is responsible for spare parts, maintenance and replacement of approximately 8,000 United Nations-owned vehicles and provision of spare parts for approximately 1,000 contingent-owned vehicles.

147. The United Nations-owned vehicle fleet currently comprises some 10,000 vehicles, of which about 74 per cent are approaching the end of their economic life. The fleet also suffers from severe make/model fragmentation, with over 200 manufacturers represented

by over 1,300 make/model/year of manufacture combinations. The factors of age and fragmentation render the fleet very difficult to manage in terms of maintenance, repair, technical support and inter-mission transfers. The volume of work and effort required to manage such a fleet increases the staff's workload. The Unit's main goal for 1998-1999 is to work towards providing a more modern fleet that will produce more efficiencies and economies and reduce the Unit's overall workload.

148. For 1998-1999, the Unit will, in addition to its regular tasks, finalize the request for proposal for vehicles/variants and ancillary services, the request for proposal for procurement of standardized vehicle batteries and the request for proposal for centralized procurement of standardized vehicle tyres. These requests for proposal are expected to assist in standardization of the vehicle fleet and selected spare parts over the next five years, with substantial savings. The Unit will also develop internal control and monitoring system to assist the management of contracts resulting from the various vehicle-related projects above.

149. Two additional posts are requested: two P-3 (Surface Transport Officers).

ii. Air Transport Unit

150. The Unit establishes and reviews the specifications for the provision of long-term aircraft charters and military letters of assist in an amount of approximately $70 million per year. The Unit also monitors aircraft utilization and manages contracts, including amendments to reduce financial loss through underutilization.

151. The current United Nations fleet of aircraft consists of approximately 50 commercially chartered and letter of assist aircraft. There has been a significant improvement in the management of these assets in terms of better utilization and cost efficiency. However, the problem of complex contract administration, which is quite prevalent in dealing with low-proceed vendors, consumes significant amounts of staff effort and time.

152. The 1998-1999 work programme for the Unit, includes, *inter alia*, planning and implementation of air support related to new field missions, continuing development of contract payment schedules, payment schedules, review and update of the air operations manual, coordination of air operations of the automated movement control system, which is being deployed for field missions, development of a database to coordinate all aspects of the contract and letter of assist funding process (initial requisition through final payment) and finalizing processing of claims from Governments for aviation assets not covered by letters of assist.

153. Two additional posts are requested: two P-3 (two Air Transport Officers).

iii. Aviation Safety Unit

154. The Unit is responsible for ensuring safety and compliance with international standards of the peacekeeping aircraft fleet of the Organization. The Unit also monitors operator certification and the list of air charter vendors. It undertakes pre-qualification evaluations for inclusion of operators on the vendors' list.

155. The Unit strives to improve the safety standards of United Nations aviation activities, by conducting periodic inspection, safety surveys, vendor's evaluation and training of staff from different missions at the institutions recommended by the International Civil Aviation Organization (ICAO). However, three fatal crashes that occurred in 1997 clearly indicate the requirement for continued and increased effort in this area. The Unit will continue to research and implement improved safety actions such as accident prevention, education and training, operator and aircraft licensing, and adherence to ICAO standards.

156. During 1998-1999, it is estimated that the Unit, in addition to its regular tasks will, *inter alia*, complete the current programme for the recruitment, training and deployment of a field Aviation Safety Officer, complete the manuals and guidelines, complete the carrier and air operators' performance evaluation programme for all the short- and long-term charter agreements, complete approved vendors' safety evaluation by conducting visits to the companies' infrastructure and operations facilities, complete safety inspections to all missions operating aircraft and expanded safety cooperation with other United Nations agencies/offices.

157. One additional posts is requested: one P-3 (Aviation Safety Officer).

iv. Movement Control Unit

158. The Unit is responsible for the movement of all contingent personnel deploying, redeploying or rotating to and from peacekeeping missions, as well as for the road, rail and air transport of their equipment. In 1995, the Unit moved approximately 280,000 personnel at a cost of $150 million, approximately 65,000 personnel in 1996 at a cost of $30 million and approximately 50,000 personnel in 1997 at a cost of $20 million.

159. Improvements have occurred in the provision of troop movement air charters. The implementation of consolidated bidding for the Middle East area missions has improved movement notice and reduced peacekeeping mission concerns, for example, timeliness of rotation flights, better ground support for loading and loading operations and improved quality of aircraft crew services. The consolidation of civilian police movements to allow aircraft charters have provided increased efficiencies and economies. However, other areas preventing the provision of a better service that would reduce the Unit's workload associated with the requisition and management of air charters will need additional research and investigation. These areas include notification of requirements, procurement procedures, the quality of air operators used and contract management, in particular quality control, flight scheduling and the provision of services by the operator required under the contract.

160. For 1998-1999, the Unit envisages, *inter alia*, to plan and implement movements related to new field missions, continue development of consolidated civilian police travel, develop and implement the movement control module of the field mission logistics system, movement database and further develop movements policy and procedures in the operational support manual, field administration manual, contingent owned equipment manual and guidelines for Governments contributing troops, as well as finalize claims from Governments for movements related to activities not covered by requisitions or letters of assist, e.g., exigent deployment by troop-contributing countries prior to the approval of the letters of assist or rotations carried out by a troop-contributing country without any notification or approval by the United Nations.

161. Four additional posts are requested: four P-3 (Movements Contract Officers).

v. Sea Transport Unit

162. The Unit is responsible for the planning, implementing and monitoring of all sea-lift operations including shipments of contingent-owned equipment for contributing countries, shipments of United Nations-owned material between the United Nations Logistics Base at Brindisi and mission areas and shipments between missions. During 1996-1997, the Unit planned, implemented and monitored about 40 shipping services estimated at $30 million and for 1997-1998 approximately 30 shipments estimated at approximately $15 million.

163. Sea-lift of United Nations-owned equipment in particular has been very dynamic over the past 12 months as the destination of such equipment has been amended and adjusted

to meet changing mandates, schedules and needs in various missions. Improvements have occurred in both contracts and contract management. Research and studies will continue in several areas, in particular, the use of World Food Programme (WFP) sea chartering resources to obtain vessels for peacekeeping missions support (which has reached an advanced stage and is proceeding to an implementation study phase) and the assets control and management of over 2,000 shipping containers with an estimated value of approximately $2.0 million.

164. In addition to its regular tasks, the Unit will, during 1998-1999, establish a system to account for and assess cargo damage, loss and report on cargo handling at loading and discharge ports; revise drafted contractors' performance and evaluation report format; develop a tracking system for United Nations-owned and leased containers; participate in the revision of marine cargo insurance policy for contingent-owned equipment and United Nations-owned equipment; and implement the memorandum of understanding with WFP.

165. One additional post is requested: one P-4 (Chief of Unit).

Table 42
Transport Section

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	—	—	4	5	—	—	2	—	6	5
P-3	—	—	3	12	—	—	8	—	11	12
P-2/P-1	—	—	—	—	—	—	1	—	1	—
Subtotal	**—**	**—**	**8**	**18**	**—**	**—**	**11**	**—**	**19**	**18**
General Service category										
Other levels	1	1	7	7	—	—	—	—	8	8
Subtotal	**1**	**1**	**7**	**7**	**—**	**—**	**—**	**—**	**8**	**8**
Total	**1**	**1**	**15**	**25**	**—**	**—**	**11**	**—**	**27**	**26**

(iv) Personnel Management and Support Service

166. The Personnel Management and Support Service is responsible for anticipating, identifying and meeting the civilian personnel requirements of field missions and to ensure their efficient deployment, management and administration. The Service plays an active role in the full span of the mission, from planning through implementation and finally liquidation.

167. The Section is divided into two sections: the Administration and Information Management Section and the Staffing Support Section.

Table 43
Personnel Management and Support Service

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	—	—	1	1	—	—	—	—	1	1
P-5	—	—	2	2	—	—	—	—	2	2
P-4	1	1	4	4	—	—	1	—	6	5
P-3	1	1	4	5	—	—	2	—	7	6
P-2/P-1	2	2	2	2	—	—	—	—	4	4
Subtotal	**4**	**4**	**13**	**14**	**—**	**—**	**3**	**—**	**20**	**18**
General Service category										
Principal level	—	—	2	2	—	—	—	—	2	2
Other levels	6	6	37	37	—	—	—	—	43	43
Subtotal	**6**	**6**	**39**	**39**	**—**	**—**	**—**	**—**	**45**	**45**
Total	**10**	**10**	**52**	**53**	**—**	**—**	**3**	**—**	**65**	**63**

a. Administration and Information Management Section

168. The Section was formerly the Administration and Records Management Section; the title has been changed to reflect more accurately the work of the Section with the increase in automation and the gradual integration of IMIS and peacekeeping databases.

169. The Section exercises authority delegated by the Office of Human Resources Management for the processing and administering of entitlements, allowances, benefits, leave requests, extensions and terminations of appointments, performance appraisals, claims, medical evacuations and numerous other personnel matters for over 2,200 international staff serving in peacekeeping and other field missions. In addition, the Section is also responsible for the compilation, maintenance and updating of records for personnel serving in field missions, implementing IMIS and developing various other information management systems to standardize and automate the processing of information in support of field personnel management. The Section contributes to the development of human resource management policy and guidelines as well as efforts to streamline administrative systems and processes.

170. For 1998-1999, the Section will, in addition to its regular tasks in support of ongoing special and established missions, continue to provide human resource management support to missions undergoing liquidation (UNTAC, ONUMOZ, UNOSOM, UNAMIR, UNPF, UNOMIL, UNTAES, UNTMIH) and changes to or expansion of their mandates (the Civilian Police Support Group in the Danube region, MONUA, MIPONUH, UNMIBH, UNMOT and MINURSO); assist in the establishment of at least one new mission; improve staffing table control and administrative information management; and improve accuracy, timeliness

and access to databases, including improved coordination with IMIS personnel, payroll and accounting releases and the Personnel Management and Support Service automation system.

171. No additional posts are requested for Administration and Information Management Section.

Table 44
Administration and Information Management Section

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	—	—	1	1
P-4	1	1	1	1	—	—	—	—	2	2
P-3	—	—	1	1	—	—	1	—	2	1
P-2/P-1	1	1	—	—	—	—	—	—	1	1
Subtotal	**2**	**2**	**3**	**3**	**—**	**—**	**1**	**—**	**6**	**5**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	4	4	16	16	—	—	—	—	20	20
Subtotal	**4**	**4**	**17**	**17**	**—**	**—**	**—**	**—**	**21**	**21**
Total	**6**	**6**	**20**	**20**	**—**	**—**	**1**	**—**	**27**	**26**

b. Staffing Support Section

172. The Staffing Support Section is responsible for establishing the civilian personnel structures for individual field missions and, based upon post vacancies, for identifying, selecting and appointing all international candidates to serve in peacekeeping and other field missions. In addition, the Section arranges the deployment and repatriation of international staff, civilian police and military observers to peacekeeping and other missions. These arrangements include the preparation of travel authorizations, issuance of United Nations laissez-passer and/or visas, travel advances, shipment of personal effects, booking of air flights and verification of medical clearance. The Section also proposes and establishes the initial recruitment arrangements with governmental and intergovernmental agencies and other external institutions that provide electoral observers and other specialized civilian staff for short-term service with peacekeeping and related field operations.

173. For 1998-1999, the Section will, in addition to its regular tasks in support of ongoing special and established missions, continue to provide human resource management support to missions undergoing liquidation (UNTAC, ONUMOZ, UNOSOM, UNAMIR, UNPF, UNOMIL, UNTAES and UNTMIH) and changes to or expansion of their mandates (the Civilian Police Support Group in the Danube region, MONUA, MIPONUH, UNMIBH, UNMOT and MINURSO), assist in the establishment of at least one new mission; improve staffing table control; improve vacancy management and more systematic staff rotation; standardize staffing and planning tools to improve mission readiness and performance,

including further developing staffing templates; improve and develop generic detailed job descriptions for all categories of personnel required in peacekeeping operations; further develop and refine the applicants roster; enhance mission readiness through developing training and staff development programmes; diversify and conclude arrangements with specialized external personnel sources; and incorporate lessons learned and best staffing/recruitment practices between Headquarters and field missions and between field missions.

174. One additional post is requested: one P-3 (Personnel Officer).

Table 45
Staffing Support Section

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	—	—	1	1	—	—	1	—	2	1
P-4	—	—	2	2	—	—	—	—	2	2
P-3	1	1	2	3	—	—	1	—	4	4
P-2/P-1	1	1	2	2	—	—	—	—	3	3
Subtotal	**2**	**2**	**7**	**8**	**—**	**—**	**2**	**—**	**11**	**10**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	1	1	20	20	—	—	—	—	21	21
Subtotal	**1**	**1**	**21**	**21**	**—**	**—**	**—**	**—**	**22**	**22**
Total	**3**	**3**	**28**	**29**	**—**	**—**	**2**	**—**	**33**	**32**

Non-post requirements

175. *General temporary assistance*. A provision in the amount of $100,000 will be required to provide the Department with temporary replacement of staff on maternity leave or extended sick leave and to meet peak workload demands.

176. *Consultants and experts*. A provision of $39,000 will be required to cover specialized consultancy services not readily available in the Secretariat:

(a) A graphic information system is to be introduced in the Mine Action Service. However, the system needs to be developed for use within peacekeeping activities. The services for a global information systems expert is required to enable the necessary application developments and adjustments to link the peacekeeping missions as well as the decision-making bodies within the Secretariat to the same system. The cost is estimated at $21,000;

(b) DPKO has developed some tools to assist in crisis management, including various systems in the Situation Centre to assist decision makers operating in an immediate crisis or a task force operating on a 24-hour basis in a longer crisis. These tools require

updating and exercise to ensure that they are both adequate and suitable. A study to produce cost-effective recommendations for future evolution, coupled with exercise development and actual exercises and training, is required. The estimated cost is $18,000.

177. *Overtime*. An amount of $120,000 will be required to cover the costs of overtime, at maintenance level, which continues to be necessary to allow the Department to meet deadlines inherent to the nature of work at Headquarters pertaining to backstopping required by peacekeeping operations.

178. *Travel on official business*. An estimated provision of $80,000 will be required for the travel of staff from the Department:

(a) Pursuant to the delegation of administrative authority from Office of Human Resources Management to the Field Administration and Logistics Division, and in preparation for additional delegation to the field, it is anticipated that trips will be required to the Middle East and European regions to monitor and review administrative practices, as well as in line with the Secretary-General's policies on gender mainstreaming, trips to mission areas to survey the conditions of service for women and to assess the working environment (gender sensitivity, harassment, etc.). All trips require one staff member only. The estimated cost is $20,000;

(b) As part of concerted efforts carried out by the Department to improve air safety within peacekeeping, aviation specialists of the Air Safety Unit intend to inspect and assess the operating headquarters of the commercial carriers who regularly conduct business with the United Nations. At this time, there are 10 vendors who regularly win short-term charter contracts and 12 with long-term aviation contracts. It is intended to visit each of these contractors over a three-year period, that is, approximately seven visits per year at an estimated cost of $15,000;

(c) Provision of $20,000 is made to allow staff from the Department, including senior officers of the Department, to travel to seminars, conferences and to troop-contributing countries and also members of the Field Administration and Logistics Division to visit non-mission areas for general logistical requirements and to undertake assessment missions relating to potential operations. It is estimated that $25,000 will be required for the Lessons Learned Unit to collect information on lessons learned from peacekeeping operations.

179. *Training*. The Training Unit will focus training activities on proven courses and on the provision of assistance to Member States. The courses will consolidate the developing capacity in Member States, continuing the process of standardization, and provide a solid base of internationally available instructors, while the assistance programme will focus on higher-level participation in exercises, mission management and education of leadership.

180. The training courses offered by DPKO continue to focus on "training trainers". These individuals have responsibility for the development and implementation of national programmes or provide a base of regional and national experts able to assist the United Nations and other Member States in the development of their peacekeeping capacity. Sufficient United Nations training assistance team capacity has been developed over the two years that only a maintenance capacity is needed in 1998-1999 and only one course is scheduled. Two "train the trainers" courses at the International Labour Organization (ILO) in Turin will focus firstly on the peacekeeping, humanitarian and human rights interface, attempting to assist those nations with limited capacity and those who are providing support to other nations through bilateral activities, and secondly on vulnerable groups by encouraging the participation of women.

181. Training activities envisaged for 1998-1999 will be based on the provision of assistance to Member States, through exercises, support to training institutions, the standardization of training and the development of training tools. The United Nations peacekeeping training assistance team will provide the primary resources for this assistance with the DPKO Training Unit providing coordination. In 1995-1996 DPKO received only 2 invitations to assist Member States during exercises; so far in 1997-1998 there have been 15 requests.

182. It is estimated that $400,000 will be required to fund training activities carried out by the Training Unit. Planned activities are as follows:

(a) Seventh United Nations peacekeeping training assistance team seminar in South America ($75,000);

(b) Sixth United Nations training course for military and civilian police national trainers on peacekeeping, human rights and humanitarian assistance organized by DPKO, the Centre for Human Rights, UNHCR and the United Nations Staff College at the International Training Centre of ILO ($65,000);

(c) Seventh United Nations training course for military and civilian police national trainers on peacekeeping, human rights and humanitarian assistance organized by DPKO, the Centre for Human Rights, UNHCR and the United Nations Staff College at the International Training Centre of ILO ($65,000);

(d) United Nations peacekeeping training assistance team:

(i) Assistance to national and regional training ($54,500);

(ii) Validation and standardization of training ($29,000);

(iii) Development of United Nations exercise and training support material ($40,000);

(iv) Assistance to multilateral and multidimensional exercises ($71,500).

183. *Rental of premises*. While a provision was made for rental of premises for the Department in the 1997 budget proposal, the request will be centralized under the Department of Administration for the whole support account.

184. *Rental of office equipment*. A provision is made for $89,500 for the rental of photocopying machines. The Department currently holds an inventory of 21 photocopying machines and intends to hire an additional machine for use by the Finance Management and Support Service in the Field Administration and Logistics Division. It is proposed that rental costs for eight existing photocopy machines and the one new hire be met from the support account at a unit cost of $8,000 per year ($72,000). An additional amount of $17,500 will be required for paper for nine photocopying machines, based on an average monthly cost of $162 per copier.

185. *Communications*. An amount of $399,600 is proposed for communications links, including telephone, telefax and cable charges, between the Department and the field missions. The estimate is based on the standard rate of $1,800 per person per year (pouch/postage ($200), telephone rental ($400), long-distance telephone($1,000) and local telephone ($200)) for 222 persons.

186. *Maintenance of office automation equipment*. An amount of $155,400 is proposed for computer maintenance. The Department holds an inventory of 448 personal desktop computers. The estimate for 222 computers is based on standard annual maintenance/support rates of $550 per computer and $150 per computer for desktop software.

187. *Supplies and materials*. Estimated requirements of $44,800 under this heading relate to office supplies based on the standard rate of $200 per annum for 222 staff. Recurring provision for subscriptions (major daily newspapers, weekly magazines and quarterly journals) and one-time costs for the acquisition of technical handbooks have been sought from the regular budget.

188. *Data-processing equipment*. Total estimated requirements of $260,500 relate to information management and include replacement and upgrading of data-processing equipment and networks. As well as improving the information management capabilities of DPKO as a whole, the provision will specifically improve the systems used by Engineering Section, Field Administration and Logistics Division, and the Training Unit.

189. Provision is proposed for three file servers ($75,000), 10 medium-speed laser printers ($6,000) and five notebooks ($12,500).

190. Provision is also made in the amount of $167,000 for additional equipment and software for information management projects and to improve the efficiency of the various offices and sections within DPKO. In order to increase processing and storage capacity for the field mission logistic system, three additional file servers ($75,000) and three linear backup tape drives ($24,000) are required. In order to enhance its capacity, the Training Unit requires two graphic viewers ($9,000). The Engineering Section intends to benefit from the advantages offered by the Internet and the United Nations Intranet through electronic publishing and sharing information with the field and in order to make improvements in the quality of technical survey missions, requires software and equipment ($9,500). It is intended to replace a number of the old DeskJet printers with five laser group printers ($15,000), each of which can handle up to 10 users. For other equipment required for improving networks, a provision of $34,500 is made.

Annex II

Other Secretariat departments and offices involved in providing backstopping support

1. Department of Management

Table 1
Overall requirements

	Expenditures July 1996-June 1997	*Approved July 1997-June 1998*	*Expenditures July-December 1997*	*Proposed July 1998-June 1999*
Salaries	5 706.5	6 281.4	2 855.9	6 429.7
Common staff costs	2 119.0	2 518.6	1 012.1	2 577.8
Consultants	—	—	—	—
General temporary assistance	67.0	153.2	9.8	462.0
Overtime	59.7	60.0	10.8	32.0
Travel	9.5	40.0	—	20.0
Training	—	—	—	—
Communications	270.3	64.8	—	50.4
Other	177.7	100.1	7.3	61.6
Rental of premises	1 215.1	1 000.0	—	1 200.0
Total	**9 623.8**	**10 218.1**	**3 895.9**	**10 833.5**

Table 2
Overall staffing of units involved in backstopping peacekeeping operations

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	5	5	1	1	—	—	—	—	6	6
D-1	11	13	1	1	—	—	—	—	12	14
P-5	23	24	7	6	6	6	—	—	36	36
P-4	35	37	28	28	10	11	—	—	73	76
P-3	40	34	21	20	11	11	4	—	76	65
P-2/P-1	31	25	2	2	3	3	—	—	36	30
Subtotal	**145**	**138**	**60**	**58**	**30**	**31**	**4**	**—**	**239**	**227**

	Temporary posts									
	Regular budget		Support account		Other		Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service and related categories										
General Service (Principal level)	31	30	1	1	13	13	—	—	45	44
General Service (Other levels)	296	272	44	44	81	82	—	—	421	398
Trades and Crafts	26	22	—	—	4	4	—	—	30	26
Subtotal	**353**	**324**	**45**	**45**	**98**	**99**	**—**	**—**	**496**	**468**
Total	**498**	**462**	**105**	**103**	**128**	**130**	**4**	**—**	**735**	**695**

1. Within the Department of Management, the Contributions Service, the Treasury, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Conference and Support Services provide backstopping support to peacekeeping and other missions in such areas as finance, accounting, personnel and procurement.

1. Office of the Under-Secretary-General

2. Within the Office of the Under-Secretary-General, backstopping support in respect of peacekeeping operations is provided by the Contributions Service and the Treasury, and their specific responsibilities are described below.

(a) Contributions Service

3. The Contributions Service is responsible for the calculation of assessments for each Member State for peacekeeping operations; the calculation of credits to Member States from unencumbered balances under peacekeeping accounts; the issuance of assessment letters; the recording of pledges of voluntary contributions to peacekeeping operations; the receipt of contributions, whether assessed or voluntary from Governments, the issuance of cash receipt vouchers and the recording of such contributions in IMIS under the appropriate accounts; regular reporting on assessed contributions received, including 12-monthly reports on the status of contributions (ST/ADM/SER.B series); 12-monthly lists of outstanding contributions in descending order; 24 bi-monthly summary reports on payments and outstanding contributions for the 15 major contributors; daily reports of assessed contributions received; and ad hoc reports on the status of contributions to specific peacekeeping operations for the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly; the preparation of numerous ad hoc reports and responses to requests for information by the General Assembly, Member States with outstanding contributions and, at year-end, of letters to those Member States likely to fall under Article 19 of the Charter in the following year; and assistance in servicing the Fifth Committee of the General Assembly on questions related to peacekeeping financing.

4. During 1997, the Service, *inter alia*, issued 50 assessments for peacekeeping operations, which represent 89.3 per cent of all assessments issued that year. Similarly, of

the total 3,246 cash receipt vouchers issued, some 2,128 pertained to peacekeeping operations, representing 65.6 per cent of all the cash receipt vouchers issued. It is estimated that 50 per cent of the Section's Professional resources and 60 per cent of its General Service resources were utilized for the support of peacekeeping operations and that the remaining 50 per cent and 40 per cent, respectively, are equally divided among the transactions in support of the regular budget and extrabudgetary activities.

5. These indicators clearly confirm the continuing high level of activity by the Service in support of peacekeeping operations. It also demonstrates that the decline in the overall level of peacekeeping assessments and the adoption of the new budget cycle for peacekeeping have not led to any decline in the Service's workload in support of peacekeeping activities. On the contrary, a number of decisions by the General Assembly in recent years have tended to increase the complexity of calculating assessments and credits and maintaining records for reporting purposes. The phased movement of Greece and Portugal from group C to group B for the purposes of peacekeeping assessments and of Belarus and Ukraine from group B to group C continue to complicate calculations, as does the continuing non-placement of Slovakia in any group. The decision to apportion to individual Member States credits in respect of unencumbered balances of peacekeeping accounts and to allocate them differently based on the payment status of each Member State increases the volume of calculations for each assessment. It also increases the burden of record keeping and maintenance of the reporting system for the status of contributions.

6. By its resolutions 51/218 B and C of 18 December 1996, the General Assembly decided to place the Czech Republic and Slovakia in group C for the purposes of peacekeeping assessments for the period from 19 January 1993 to 31 December 1996 and to credit the related amounts to other Member States in groups B, C and D. The necessary calculations for these retroactive assessments and credits and related recording requirements were extremely complex and time-consuming. A similar exercise may be expected when and if the Assembly places Slovakia in a group for peacekeeping purposes for the period from 1 January 1997.

7. While improvements in spreadsheet applications have assisted the Service in coping with these demands, its capacity has frequently been stretched, with potentially serious consequences for the timeliness of assessments and reports.

8. For the reasons described above, one additional General Service post is requested.

Table 3
Contributions Service

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	1	1	—	—	—	—	—	—	1	1
P-5	—	—	—	—	1	1	—	—	1	1
P-4	—	—	1	1	—	—	—	—	1	1
P-3	—	—	—	—	1	1	—	—	1	1
P-2/P-1	1	1	—	—	—	—	—	—	1	1
Subtotal	**2**	**2**	**1**	**1**	**2**	**2**	**—**	**—**	**5**	**5**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Other level	5	4	1	2	—	—	—	—	6	6
Subtotal	**5**	**4**	**1**	**2**	**—**	**—**	**—**	**—**	**6**	**6**
Total	**7**	**6**	**2**	**3**	**2**	**2**	**—**	**—**	**11**	**11**

(b) Treasury

9. The Treasury is responsible for the establishment, maintenance and closure of bank accounts, including changes in signatory panels; for short-term investments of funds; for effecting payments, whether by cheque or wire transfer; for issuance and/or processing of cash receipt vouchers and cash vouchers; and competitive purchase of foreign exchange.

10. Most purchases of foreign exchange for peacekeeping operations, for which competitive bids are obtained, are made for reimbursing Member States for troop costs or contingent-owned equipment. In some cases they are also made for paying vendors. For example, 80 per cent of all manual checks issued and some 47 per cent of all cash receipt vouchers in 1997 pertain to peacekeeping operations.

11. Investments are kept relatively liquid so that payments can be made on short notice if required. As fund balances in individual peacekeeping accounts drop, the opportunity for longer-term investments diminishes. Money must be invested overnight for each peacekeeping mission separately and placements renewed every day, instead of placing funds for six months at a time. This increases the volume of transactions. For 1998-1999, it is anticipated that funds available in each peacekeeping account will be insufficient to permit a higher portion of longer-term investments and will thus increase the workload of the Treasury.

12. No change is proposed in the number of support account posts currently authorized for the Treasury.

Table 4
Treasury

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category and above										
D-1	—	1	—	—	—	—	—	—	—	1
P-5	2	1	—	—	—	—	—	—	2	1
P-4	1	1	1	1	1	1	—	—	3	3
P-3	—	—	1	1	—	—	—	—	1	1
P-2/P-1	—	—	—	—	1	1	—	—	1	1
Subtotal	**3**	**3**	**2**	**2**	**2**	**2**	**—**	**—**	**7**	**7**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Other levels	3	3	2	2	5	5	—	—	10	10
Subtotal	**3**	**3**	**2**	**2**	**5**	**5**	**—**	**—**	**10**	**10**
Total	**6**	**6**	**4**	**4**	**7**	**7**	**—**	**—**	**17**	**17**

2. Office of Programme Planning, Budget and Accounts

13. The Office of Programme Planning, Budget and Accounts consists of the Office of the Controller and three divisions: the Accounts Division, the Peacekeeping Financing Division and the Programme Planning and Budget Division. The functions of the Peacekeeping Financing Division and Accounts Division are described in detail below.

(a) Peacekeeping Financing Division

14. Financial services relating to peacekeeping matters are carried out by the Peacekeeping Financing Division. Emphasis will be placed on enhancing the analytical capacity of the Division, refining and improving upon budget formulation and techniques and standardized budget formats and presentations of budgets and financial performance reports for individual peacekeeping operations. The Division will continue to improve on financial management techniques with a view to ensuring that peacekeeping operations are administered with maximum efficiency and economy. It will also continue to carry out other financial management functions, including development of financial policy, budgetary control and monitoring of cash flow, as well as periodic review of the rates of reimbursement to troop-contributing Governments and maintenance of liaison with Governments. A joint review will also be undertaken of the complementary of the roles and functions of the Division and of the Field Administration and Logistics Division.

15. During this period, the activities to be undertaken include:

(a) *Parliamentary services, parliamentary documentation.* Reports to the General Assembly on the financing of active, completed and closed missions: MONUA, UNDOF, UNIFIL, UNIKOM, UNFICYP, UNOMIL, UNAVEM, MINURSO, UNTAES, UNMIBH, UNMOP, UNPREDEP, UNPF, UNOMIG, UNMIH, UNSMIH, UNAMIR and UNMOT and new missions to be authorized by the Security Council; reports to the Assembly on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, including the review of the rates of reimbursement, the peacekeeping reserve fund, the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi; and sections of reports to the Security Council on the financing of all peacekeeping operations, as required;

(b) *Budget formulation.* Review and analysis of performance reports and cost estimates for the financing of individual peacekeeping operations and for activities related to Security Council resolutions 687 (1991) and 986 (1995); review of proposals to be financed from the trust funds established for peacekeeping/peacemaking operations, the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi and the General Assembly resolution governing unforeseen and extraordinary expenses; preparation of those sections of the reports of the Secretary-General to the Security Council

dealing with financial aspects of the establishment of new peacekeeping operations or extension or major changes in the mandates of existing missions; and review and verification of data generated by DPKO on annually updated standard ratios and standard cost manual (including mission-specific costs) used in the formulation of peacekeeping operation budgets;

(c) *Budgetary control*. Issuance and revision of allotments and staffing table authorizations; review and analysis of monthly statements of expenditures for all peacekeeping operations, the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi; and for activities related to Security Council resolutions 687 (1991) and 986 (1995);

(d) *Monitoring of financial status*. Review and analysis of the financial status of peacekeeping and mission special accounts and determination of the amounts needed for operational and backstopping costs, as required; constant monitoring of cash levels of individual peacekeeping operations special accounts and projected cash flow requirements; monthly determination of troop strength and the amounts payable to each troop-contributing Government; preparation of troop cost payment instructions when the cash flow situation permits; confirmation of availability of funds in peacekeeping special accounts before payments to Governments by the Accounts Division of claims certified by DPKO; issuance of authorizations and/or guidelines for other payments to each Government providing troops or logistic support to peacekeeping and other missions; and monitoring and use of the peacekeeping reserve fund pursuant to the provisions of General Assembly resolution 49/233 A of 23 December 1994;

(e) *Liaison with Governments*. Discussions with Governments, including troop-contributing Governments, on the financial status of each mission and its implications for the respective peacekeeping operations; and negotiations with troop-contributing Governments on financial matters relating to peacekeeping operations, including details of payments outstanding to them;

(f) *Rates of reimbursement formulation*. Review and analysis of data submitted periodically by troop-contributing Governments on the cost of providing national troops to peacekeeping and other missions; annual review and analysis of changes in inflation and currency exchange rates and their implications for standard rates of reimbursement for troop costs; and preparation of reports to the General Assembly on the review of the standard rates of reimbursement for troop costs.

16. The Peacekeeping Financing Division comprises the Office of the Director (one D-2 and one General Service); the Policy and Standardization Unit (one D-1, who is concurrently Deputy Director; one P-4; three General Service, one at the Principal level); the Africa Section (one P-5, two P-4, one P-3 and three General Service); the Asia and Middle East Section (one P-5, three P-4, two P-3 and three General Service); and the Europe and Latin America Section (one P-5, three P-4, two P-3 and three General Service).

17. On the basis of tasks to be prepared and taking into account the key workload indicators provided below, no diminution of work is foreseen for the Peacekeeping Financing Division. Accordingly, it is proposed for the period from 1 July 1998 to 30 June 1999 to maintain the currently authorized staffing establishment for the Division, which is funded exclusively from the support account.

18. In addition, an amount of $2,000 is required to cover overtime costs to allow the Peacekeeping Financing Division to meet deadlines inherent to the nature of work at Headquarters pertaining to backstopping required by peacekeeping operations.

19. It is further estimated that an amount of $20,000 is required for travel of staff from the Division to the mission area.

Table 5
Peacekeeping Financing Division

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	—	—	1	1	—	—	—	—	1	1
D-1	—	—	1	1	—	—	—	—	1	1
P-5	—	—	3	3	—	—	—	—	3	3
P-4	—	—	9	9	—	—	—	—	9	9
P-3	—	—	5	5	—	—	—	—	5	5
Subtotal	**—**	**—**	**19**	**19**	**—**	**—**	**—**	**—**	**19**	**19**
General Service category										
Principal level	—	—	1	1	—	—	—	—	1	1
Other levels	—	—	12	12	—	—	—	—	12	12
Subtotal	**—**	**—**	**13**	**13**	**—**	**—**	**—**	**—**	**13**	**13**
Total	**—**	**—**	**32**	**32**	**—**	**—**	**—**	**—**	**32**	**32**

Summary of workload indicators: 1992-1997

	Financing reports																	
	Security Council						*General Assembly*						*Advisory Committee on Administrative and Budgetary Questions*					
	1997	*1996*	*1995*	*1994*	*1993*	*1992*	*1997*	*1996*	*1995*	*1994*	*1993*	*1992*	*1997*	*1996*	*1995*	*1994*	*1993*	*1992*
Total	**34**	**29**	**35**	**34**	**23**	**12**	**54**	**50**	**54**	**53**	**30**	**25**	**32**	**29**	**12**	**19**	**31**	**24**

	Administrative matters																							
	Allotments						*Staffing table authorizations*						*Letters to Governments*						*Initiation of payments to Governments*					
	1997	*1996*	*1995*	*1994*	*1993*	*1992*	*1997*	*1996*	*1995*	*1994*	*1993*	*1992*	*1997*	*1996*	*1995*	*1994*	*1993*	*1992*	*1997*	*1996*	*1995*	*1994*	*1993*	*1992*
Total	**277**	**237**	**330**	**404**	**245**	**177**	**81**	**82**	**92**	**109**	**99**	**24**	**381**	**394**	**614**	**1135**	**787**	**401**	**475**	**226**	**486**	**350**	**126**	**119**

(b) Accounts Division

20. The Accounts Division provides backstopping support not only to peacekeeping operations but also for regular budget and extrabudgetary activities. With regard to peacekeeping operations, the Division is responsible for reviewing all peacekeeping accounts; for preparing financial statements for each financial period; responding to audit queries; handling bank reconciliations for numerous peacekeeping bank accounts, as well as other peacekeeping transactions that must be processed in the accounting system. In order to carry out its tasks, the Division maintains direct financial relationship with the field offices, reviews and prepares voucher for all cash remittance requests and imprest accounts, processes a number of inter-office vouchers, approves obligations at Headquarters, applies deposits and other credits made by Member States against appropriations, processes billings to agencies, individuals and various third parties and processes all reimbursements to Member States for troop costs and contingent-owned equipment.

21. The backstopping of peacekeeping operations entails work primarily in five Sections and two units in the Division: the Central Accounts Section, the Payroll Section, the Insurance Claims and Compensation Section, the Operational Accounts Section, the Systems Support Section, the Accounts Payable Unit and the Travel and Reimbursement Unit. The functions of these sections are described below.

(i) Central Accounts Section

22. The Central Accounts Section is, *inter alia*, responsible for providing support for overseeing cash flow projections and related variance analysis, for reconciling a total of 130 bank accounts, of which 30 are maintained at Headquarters for peacekeeping operations, processing billings and distributing expenditures incurred to various peacekeeping accounts.

23. During 1997-1998, the Central Accounts Section continued to perform the tasks indicated above. The volume of transactions processed has remained constant when compared with previous financial periods. Backlog situations do exist in the processing of some bank reconciliations and applying deposits in accounts. Efforts are being made to eliminate the backlogs on an urgent basis.

24. During 1998-1999, similar activities as described above will continue. All efforts will be made to minimize and eliminate backlog situations.

25. The Section currently has two posts funded from the support account: one P-3 (Accountant) and one General Service (accounting assistant). No additional posts are requested.

(ii) Insurance Claims and Compensation Section

26. The Insurance Claims and Compensation Section provided two types of direct services for peacekeeping operations. The first of these involves the administration of the United Nations health and life insurance coverage for peacekeeping staff and the increased numbers of replacement staff at Headquarters for staff on missions. The Section handles all new enrolments and changes in policy as well as provides a minimal level of personal service to staff, virtually all of whom have at least some questions about their medical coverage at the start of their appointment with the United Nations.

27. The second major involvement in peacekeeping operations related to arranging for third-party coverage for vehicles, aircraft and other facilities utilized in the mission area. Increasingly, other more specialized commercial liability insurances, including war-risk insurance and general liability coverage, have also had to be negotiated on behalf of DPKO.

28. The volume and complexity of both of these services has increased substantially in recent years owing entirely to the growth in peacekeeping operations. In addition, the secretariats of the United Nations Claims Board and the Advisory Board on Compensation Claims, which also processes a number of claims for peacekeeping missions, have been brought under the direct supervision of the Section.

29. It is proposed to maintain the current numbers of support account posts provided for the Section, which has one post funded from the support account: one General Service post (secretary).

(iii) Operational Accounts Section

30. The Operational Accounts Section maintains official accounts for all contributions received for peacekeeping operations, monitors cash positions for each of the operations; reviews and prepares vouchers for all cash remittance requests and imprest accounts; approves obligations at Headquarters for recording of expenditures in the accounts; processes inter-office vouchers from various peacekeeping missions and offices away from Headquarters, reviews the accounts for each of the operations and makes recommendations for the treatment of unusual expenditure items; applies deposits and other credits from Member States against peacekeeping appropriations; prepares financial statements for each financial periods; and responds to detailed audit queries on the peacekeeping accounts.

31. The Section is divided into four Units: the Africa Unit, the Middle East Unit, the Europe, Asia and America Unit and Regular Budget Funds. The workload of each of the regional units has increased in recent years and continues to be high. Despite a reduction in the number of active missions, the workload has not decreased, since a number of accounting actions continue while missions are in the liquidation phase. As a matter of fact, the transaction volume of missions in liquidation actually increases temporarily.

32. During 1997-1998, the Section served a total of 27 peacekeeping and other missions, for which a total of 230 financial statements and schedules were prepared, compared with 224 for 1996-1997. Similarly, the processing of receivables in IMIS increased from 951 in 1996 to 5,172, owing mainly to the unusual increase in processing receivable documents related to credits to Member States in 1997 and journal vouchers from 1,952 in 1996 to 2,482 in 1997.

33. A backlog situation currently exists in processing of inter-office vouchers and their reconciliation as well as for applying deposits and credits to receivables. These are very tedious tasks requiring a number of interactions between Headquarters and various offices.

34. It is proposed to maintain the current number of support account posts for the Section, which has five posts funded from the support account: one P-5 (Chief of Section), two P-4 (Accountants), one P-3 (Accountant) and one General Service (accounting assistant). In order to overcome the backlog situation of processing inter-office vouchers and reconciliations, it is essential that temporary assistance resources amounting to $158,900 for 12 work-months of one P-3 and 12 work-months of one General Service are provided. In addition, an amount of $15,000 is required to cover overtime costs to allow the Section to meet deadlines inherent to the nature of work at Headquarters pertaining to backstopping required by peacekeeping operations.

(iv) Payroll Section

35. The Payroll Section provides various services to all international staff, including those serving in peacekeeping operations, UNICEF, UNDP and UNFPA. In addition to the actual payment of monthly or bi-monthly salaries, the Section also processes a number of salary

advances, settles education grant claims, rental subsidies and processes final termination and pension fund reporting for all United Nations, UNDP and UNICEF staff. The volume and complexity of the services required from the Section has continued to increase in recent years. In this connection, it should be noted that processing of payroll and other entitlements, such as mobility and hardship allowance and education grant, is much more complex for international staff serving in peacekeeping missions and requires at least 50 per cent more effort than for staff at Headquarters.

36. The five posts currently funded from the support account in the Payroll Section are allocated as follows: one P-3 to the Travel and Reimbursement Unit, three General Service posts to the Accounts Payable Unit and one General Service post to the Office of the Chief. It is proposed to maintain the current number of support account posts provided to the Section.

(v) Accounts Payable Unit

37. Based on a reorganization, this Unit was created to process all invoice processing functions. Besides processing invoices for peacekeeping mission procurement done through Headquarters, the Unit also processes government claims and troop payments.

38. During 1997-1998, there has been a significant increase in the number of payments for government claims and troops.

39. During 1998-1999, similar activities as described above are expected to be carried out. Efforts will continue to be made to ensure that payments are made on a timely basis.

40. The Unit currently has three General Service posts for accounting assistants funded from the support account. No additional posts are requested.

(vi) Travel and Reimbursement Unit

41. This Unit is involved in processing travel claims of staff and others, processing payments for consultants, travel agencies and for various freight forwarders for shipments of household goods. Approximately 20 per cent of workload relates to peacekeeping missions and during peak periods virtually all of the staff are involved in processing travel-related claims for peacekeeping missions.

42. During 1997-1998, the volume of transactions has remained steady.

43. During 1998-1999, it is expected that this volume will remain constant.

44. The Travel Reimbursement Unit has one P-3 post funded by the support account. No additional posts are requested.

(vii) Systems Support Section

45. The Systems Support Section provides technical support for the field accounting system, for Headquarters payroll and insurance applications to the various finance offices in peacekeeping and other missions. The Section also assists in the upgrading of applications; provides technical maintenance and support to the missions and is responsible for ensuring that accounting and other functional requirements for peacekeeping are properly identified and that the systems are properly developed, tested and implemented to meet those requirements.

46. The Section currently has four support account posts: one P-4 (Systems Accountant), two P-3 (Systems Accountant and Systems Engineer) and one P-2 (Systems Accountant).

It is proposed to maintain the current number of support account posts provided for the Section.

Table 6
Accounts Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	2	2	—	—	—	—	—	—	2	2
P-5	2	2	1	1	2	2	—	—	5	5
P-4	7	6	3	4	5	5	—	—	15	15
P-3	9	8	5	4	7	7	—	—	21	19
P-2/P-1	7	6	1	1	2	2	—	—	10	9
Subtotal	**28**	**25**	**10**	**10**	**16**	**16**	**—**	**—**	**54**	**51**
General Service category										
Principal level	6	6	—	—	7	7	—	—	13	13
Other levels	51	46	8	8	30	30	—	—	89	84
Subtotal	**57**	**52**	**8**	**8**	**37**	**37**	**—**	**—**	**102**	**97**
Total	**85**	**77**	**18**	**18**	**53**	**53**	**—**	**—**	**156**	**148**

3. Office of Human Resources Management

(a) Specialist Services Division

47. The Specialist Services Division comprises, *inter alia*, the Common System, Compensation and Classification Service. Its responsibilities are described in detail below.

(i) Common System, Compensation and Classification Service

48. The Common System, Compensation and Classification Service is responsible for establishing conditions of service for personnel serving in peacekeeping operations. When a new mission is established, a compensation specialist travels to the mission area to set initial salaries and allowances applicable to mission personnel. The average duration of these missions is two weeks. Added to this are another two weeks for briefing/debriefing before and after the mission, as well as the preparation of a mission report. Subsequently, every 6 to 12 months, depending on the conditions in the field and as deemed necessary by the mission concerned and DPKO, a further review is normally conducted in the locality to assess the adequacy of the initial rates.

49. On an annual basis, the Service coordinates preparation and submission by peacekeeping missions of questionnaires on classification of duty stations according to conditions of life and work. The Service represents the United Nations in the International

Civil Service Commission/Consultative Committee on Administrative Questions/Staff Tripartite Working Group to review the initial ratings of these questionnaires. Usually, one full week is devoted to participation in the Working Group. Upon approval by the Chairman of the International Civil Service Commission of the recommendations of the Working Group, the final ratings are sent to DPKO and missions concerned for implementation.

50. In a larger context, the Service oversees the implementation of the mobility and hardship allowance, which is an important element in the remuneration of staff serving in peacekeeping missions. Advice on interpretation of and exceptions to the relevant rules and regulations are provided to DPKO as required.

51. The Service also conducts comprehensive surveys of best prevailing conditions of employment to review the conditions of service of locally recruited staff in duty stations where there is an established or a special peacekeeping operation and the United Nations is the designated agency. A survey specialist normally spends two weeks conducting the survey in the field and five to six weeks for preparatory arrangements and processing of survey results. Given the volatility of labour markets in areas of deployment of peacekeeping operations, comprehensive salary surveys are conducted on an 18-24 month cycle. Furthermore, at least one week per year for each operation is required for reviewing and processing interim adjustment of local salary scales.

52. The Service continues to coordinate and preside over the Office of Human Resources Management/Field Administration and Logistics Division Task Force, which reviews such issues as mission subsistence allowance, compensatory time off, staff officer entitlements at missions, the future of the Field Service category and a variety of other issues affecting DPKO. The Office is primarily responsible for coordinating the meetings, distributing and processing information, report writing and other assorted tasks. It also provides guidance in the implementation of the revised 300 series of Staff Rules or the appointments of limited duration.

53. A considerable amount of time is set aside to handle correspondence from the missions, the Field Administration and Logistics Division, and other interested parties such as the Office of Programme Planning, Budget and Accounts and the Office of Internal Oversight Services, among others, on salary and allowance policies, individual exceptions to established provisions, review of classification of duty stations according to conditions of life and work, mobility and hardship allowance and other matters related to the remuneration package applicable to mission personnel.

54. Participation of the Office is often required in the deliberations in the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions of administrative and financial matters related to a particular peacekeeping mission and peacekeeping operations in general. The Common System, Compensation and Classification Service represents the Office of Human Resources Management in both internal and common system-wide working groups dealing with policies on entitlements applicable to staff in field operations.

55. The Service handles classification reviews of posts in the Professional, Field Service and General Service categories and maintenance of classification system for DPKO in the context of its restructuring/expansion and for established peacekeeping missions. Consequently, they also have to handle appeals against these classification decisions. Furthermore, the Service is assisting the Field Administration and Logistics Division in developing standard templates of staff requirements for special missions. Until now, advice on classifiable levels of posts in special peacekeeping missions has been provided by this Service.

56. The staff members providing the above-mentioned services, are encumbering two posts: a P-4 and G-4. The staff member encumbering the P-4 post is responsible for servicing peacekeeping operations, which involves (a) establishment, maintenance and periodic review of rates of mission subsistence allowance for international personnel; (b) establishment and revisions of salaries applicable to locally recruited staff; (c) classification reviews of posts in the established missions; and (d) maintenance of the remuneration system for international staff assigned to the established missions. The staff member encumbering the G-4 post provides secretarial and administrative support and routine research services in assigned areas related to the compensation and classification programme of the Field Administration and Logistics Division.

57. It is proposed to maintain the current number of support account posts provided for the Section.

(ii) Administrative Law Unit

58. The Administrative Law Unit handles all requests for administrative reviews that are submitted by staff members as a preliminary step in the appeals process and goes on to represent the Secretary-General before the Joint Appeals Board, orally and in writing, in respect of appeals filed. The Unit also handles all disciplinary matters brought to the Office of Human Resources Management at all stages, from determining whether or not to recommend that disciplinary charges be brought to preparing written and oral presentations on behalf of the Administration before the Joint Disciplinary Committee. The Unit also responds to a large number of requests for legal advice on personnel matters from offices at Headquarters and in the field.

59. Over the past few years, the workload of the Unit has increased owing to the large number of cases directly generated by peacekeeping missions. In 1993, the Unit handled 188 requests for administrative reviews, of which 7 per cent were related to peacekeeping, whereas in 1996, the Unit handled 306 requests for administrative review, 26 per cent of which were related to peacekeeping. In 1997, 248 requests for review were processed, 33 per cent of which were related to peacekeeping.

60. With regard to appeals, 51 per cent of the 129 appeals that the Unit handled in 1996 were related to peacekeeping. As at 31 December 1996, of those 129 cases, there remain a backlog of some 39 cases, which the unit was unable to complete owing to a lack of personnel resources. Thirty-one per cent of the backlog is related to peacekeeping. In 1997, 90 appeals were handled, 30 of which (33 per cent) were related to peacekeeping.

61. The increase in peacekeeping-related disciplinary cases is equally great. In 1993, the Unit handled 110 disciplinary cases, 27 per cent of which were related to peacekeeping. In 1996, a total of 156 cases were handled, 44 per cent of them related to peacekeeping. As at 31 December 1996, 78 cases were dealt with and disposed of, and 79 cases remain pending, the large majority of which may be designated backlog cases. Forty-four per cent of the backlog cases are related to peacekeeping. In 1997, peacekeeping cases represented 43 per cent of all disciplinary cases handled.

62. There are currently no support account posts authorized for the Administrative Law Unit. However, it is proposed that general temporary assistance in an amount of $123,400 (equivalent to a P-4 post) be provided for the period from 1 July 1998 to 30 June 1999 to clear the backlog pertaining to peacekeeping operations.

Table 7
Specialist Services Division

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	2	2	—	—	—	—	—	—	2	2
P-5	6	6	—	—	—	—	—	—	6	6
P-4	6	7	1	1	1	1	—	—	8	9
P-3	12	6	—	—	—	—	—	—	12	6
P-2/P-1	7	7	—	—	—	—	—	—	7	7
Subtotal	**34**	**29**	**1**	**1**	**1**	**1**	**—**	**—**	**36**	**31**
General Service category										
Principal level	5	3	—	—	—	—	—	—	5	3
Other levels	35	26	1	1	—	—	—	—	36	27
Subtotal	**40**	**29**	**1**	**1**	**—**	**—**	**—**	**—**	**41**	**30**
Total	**74**	**58**	**2**	**2**	**1**	**1**	**—**	**—**	**77**	**61**

(b) Operational Services Division

63. The Operational Services Division is divided into clusters. Cluster 6 deals with the various administrative aspects of human resource management in support of peacekeeping and other special missions. Cluster 6 provides guidance to DPKO regarding all aspects of recruitment, administration, benefits and allowances and termination of staff in peacekeeping operations and monitors compliance by the Department with Staff Rules and Regulations and other delegated human resource management policies. The cluster also performs a variety of personnel functions pertaining to provision of advice, counselling and training to DPKO personnel; dealing with appeals and disciplinary cases, termination and welfare issues.

64. It is proposed to maintain the current number of support account posts for the Division, which has six posts: two P-4 (Personnel Officers), one P-3 (Personnel Officers) and three General Service (secretary).

Table 8
Operational Services Division

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	1	1	—	—	—	—	—	—	1	1
P-5	5	6	—	—	—	—	—	—	5	6
P-4	8	9	2	2	—	—	—	—	10	11
P-3	5	6	1	1	1	1	—	—	7	8
P-2/P-1	4	2	—	—	1	1	—	—	5	3
Subtotal	**24**	**25**	**3**	**3**	**2**	**2**	**—**	**—**	**29**	**30**
General Service category										
Principal level	5	5	—	—	—	—	—	—	5	5
Other levels	25	26	3	3	—	—	—	—	28	29
Subtotal	**30**	**31**	**3**	**3**	**—**	**—**	**—**	**—**	**33**	**34**
Total	**54**	**56**	**6**	**6**	**2**	**2**	**—**	**—**	**62**	**64**

(c) Medical Services Division

65. The Medical Services Division provides medical support to peacekeeping operations in terms of advice and assistance in medical evacuations and repatriation of United Nations staff, military observers, civilian police and United Nations troops. The Division verifies medical bills for treatment submitted by troop-contributing countries, determines fitness for mission assignment of international civilian personnel and certifies sick leave. The Division also undertakes on-site assessment of the medical environment in peacekeeping missions, participates actively in updating medical standards and guidelines for provision by Member States of medical support to peacekeeping operations, provides medical briefings to mission-readiness workshops, performs medical examinations of staff for mission assignment and provides medical clearance for the Field Administration and Logistics Division.

66. During 1997-1998, the Division experienced a sudden increase in the number of outstanding cases submitted randomly by troop-contributing countries for reimbursement of medical bills for treatment provided after the troops had returned to their home countries and for reimbursement of claims for death and disability. These cases pertained mostly to assignment with the United Nations prior to 1990. These troop-related cases do not have to pass through the Advisory Board on Compensation Claims, and are directly submitted to the Division by the Field Administration and Logistics Division for verification before the Organization makes the payments. The Division processed a total of 100 of such claims in 1997. The Division also performed some 924 immunizations, processed some 707 in-house medical exams and authorized some 406 medical evacuations during 1997.

67. It is not possible for the Medical Services Division to project its workload for 1998-1999 since in most cases it responds to requests received by the Field Administration and Logistics Division and field missions. However, the Division does anticipate an increase in the number of medical compensation cases submitted by staff, military observers and civilian police through the Advisory Board on Compensation Claims; verification of medical bills submitted by troop-contributing countries and also review and confirmation of death and disability claims submitted by troop-contributing countries for incidents occurring up to 30 June 1997.

68. Accordingly, in addition to proposing the continuation of the current number of support account posts for the Division, which has four posts: one P-5 (Medical Doctor), one P-4 (Medical Doctor) and two General Service (nurses), provision of general temporary assistance resources equivalent to one P-4 post is requested to deal with the backlog of death and disability claims referred to above.

69. An additional provision for general temporary assistance in the amount of $123,400 is therefore requested for the Division to clear the backlog pertaining to reimbursement for medical compensation cases and for death and disability claims.

Table 9
Medical Services Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	1	1	—	—	—	—	—	—	1	1
P-5	1	1	1	1	1	1	—	—	3	3
P-4	2	—	1	1	—	—	—	—	3	1
P-3	2	1	—	—	—	—	—	—	2	1
Subtotal	**7**	**4**	**2**	**2**	**1**	**1**	**—**	**—**	**10**	**7**
General Service category										
Principal level	2	2	—	—	3	3	—	—	5	5
Other levels	14	8	2	2	6	6	—	—	22	16
Subtotal	**16**	**10**	**2**	**2**	**9**	**9**	**—**	**—**	**27**	**21**
Total	**23**	**14**	**4**	**4**	**10**	**10**	**—**	**—**	**37**	**28**

4. Office of Central Support Services

(a) Office of the Security Coordinator

70. The United Nations Security Coordinator acts on behalf of the Secretary-General to ensure a coherent response by the United Nations system to any emergency situation and is responsible for all policy and procedural matters related to security as well as for the

coordination of all activities of the United Nations and specialized agencies regarding the safety of staff at all field locations.

71. There is one Professional post (P-4) in the Office of the United Nations Security Coordinator whose responsibility is to monitor on a close and continuous basis the prevailing level of security for peacekeeping operations; to assess continuously the level of security planning and preparedness in order to ensure the viability of a specific detailed security plan in each peacekeeping operation; to collect, interpret and disseminate information regarding potential threats to security of civilian personnel in peacekeeping operations; to provide staff responsible for security in peacekeeping operations with advice and guidance regarding the management of security problems; to brief staff prior to their mission assignment; to brief all chiefs of security prior to their assignment to a peacekeeping operation; to instruct and advise all chiefs of security in peacekeeping operations; to coordinate on a daily basis with relevant offices in DPKO on the issue of security in the field, undertake security-related evaluation missions to appraise specific aspects of security on-site in the mission area; to coordinate all issues and actions required in cases of hostage-taking/kidnapping of civilian personnel in peacekeeping operations and to organize and present security-related training programmes and seminars.

72. During 1997-1998, a total of 210 civilian staff and 7 chiefs of security were briefed prior to their respective mission assignments and five security-related missions to the various peacekeeping operations were undertaken. In addition, two incidents of hostage-taking/kidnapping had to be coordinated and solved.

73. It is not possible to predict the workload for 1998-1999. Nevertheless, it is already envisaged that a total of five security-related training programmes and seminars will be organized during the period.

74. It is proposed to maintain the current number of posts provided for the Office of the Security Coordinator: one P-4 (Security Coordination Officer).

Table 10
Office of the Security Coordinator

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-1	1	1	—	—	—	—	—	—	1	1
P-5	—	—	—	—	1	1	—	—	1	1
P-4	—	—	1	1	1	1	—	—	2	2
P-3	1	1	—	—	—	—	—	—	1	1
Subtotal	**2**	**2**	**1**	**1**	**2**	**2**	**—**	**—**	**5**	**5**
General Service category										
Other levels	2	2	—	—	1	1	—	—	3	3
Subtotal	**2**	**2**	**—**	**—**	**1**	**1**	**—**	**—**	**3**	**3**
Total	**4**	**4**	**1**	**1**	**3**	**3**	**—**	**—**	**8**	**8**

(b) Mail Operations Subunit, Facilities Management Division

75. The Mail Operations Subunit in the Buildings Management Service handles communications traffic relating to peacekeeping operations, included codes, facsimile, cable and telex messages and diplomatic pouches.

76. Although the number of active to peacekeeping operations has declined from the peak period 1993-1995, a substantial amount of work is still being performed. One area where the workload has increased as a result of the closure of a number of missions is in the processing of incoming mail through the "lock ups" operations. Since a large percentage of mission staff do not return to their pre-mission room numbers and offices, mail clerks have to make contact with executive offices and review various computer listings before the addressees are located, thus adding to their normal workload and taking a much longer time to accomplish the work than ordinary operations would warrant.

77. It is proposed to maintain the one General Service post (mail clerk) provided for the Mail Operations Subunit.

Table 11
Mail Operations Subunit,[a] Facilities Management Division

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-2/P-1	1	1	—	—	—	—	—	—	1	1
Subtotal	**1**	**1**	—	—	—	—	—	—	**1**	**1**
General Service category										
Principal level	2	2	—	—	1	1	—	—	3	3
Other levels	70	70	1	1	13	13	—	—	84	84
Subtotal	**72**	**72**	**1**	**1**	**14**	**14**	—	—	**87**	**87**
Total	**73**	**73**	**1**	**1**	**14**	**14**	—	—	**88**	**88**

[a] Includes the Mail Operations, Pouch and Messenger Subunits.

(c) Information Technology Services Division

78. The Telecommunications Service of the Information Technology Services Division is responsible for providing voice communications, cryptographic traffic and satellite circuit installation, thereby facilitating the ability of Information Technology Services Division to maintain a global network supporting peacekeeping operations on a 24-hour basis. At present, the Headquarters earth station supports some 30 Field Administration and Logistics Division remote earth stations with over 200 channels for the DPKO and the United Nations packet-switch network.

79. The one Professional post funded from the support account has been assigned to the Wide Area Network Unit of the Telecommunications Service. The functions of the post are to provide planning, engineering design and installation of new satellite links and associated

equipment at the Headquarters earth station and the Network Control Centre, which supports peacekeeping activities as well as the management of the United Nations leased satellite transponder capacity. The Wide Area Network Unit also provides 24-hour operation and maintenance telecommunications services between the Secretariat, peacekeeping operations and United Nations offices away from Headquarters.

80. It is proposed to maintain one P-2 (Systems Analyst) post provided for the Information Technology Services Division.

Table 12
Information Technology Services Division

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	2	3	—	—	—	—	—	—	2	3
P-5	5	6	—	—	—	—	—	—	5	6
P-4	7	10	—	—	1	1	—	—	8	11
P-3	7	8	—	—	—	—	—	—	7	8
P-2/P-1	8	5	1	1	—	—	—	—	9	6
Subtotal	**30**	**33**	**1**	**1**	**1**	**1**	**—**	**—**	**32**	**35**
General Service and related categories										
General Service (Principal level)	9	10	—	—	2	2	—	—	11	12
General Service (Other levels)	45	41	—	—	13	13	—	—	58	54
Trades and Crafts	4	1	—	—	—	—	—	—	4	1
Subtotal	**58**	**52**	**—**	**—**	**15**	**15**	**—**	**—**	**73**	**67**
Total	**88**	**85**	**1**	**1**	**16**	**16**	**—**	**—**	**105**	**102**

(d) Procurement Division

81. The Procurement Division is the focal point of the Organization for the acquisition of a broad range of goods and services required by peacekeeping operations and other field missions that cannot be procured locally in the respective mission areas. The Division is responsible for the formulation of policies and procedures pertaining to worldwide and local procurement, for collecting information on market conditions in the respective mission areas and for participating in needs assessment and technical survey missions to determine the goods and services that can be bought locally. The Division also assists DPKO in training personnel selected to serve as procurement officers in field missions.

82. During 1997, Procurement Division presented a total of 351 cases to the Headquarters Committee on Contracts totalling some $367.1 million, of which $61.6 million relate to cases submitted from local committees on contracts in the various peacekeeping missions and $28.9 million represent cases processed by the Division under its own delegation of authority. The Division issued a total of 3,723 purchase orders; issued and administered 246 contracts; approved 3,264 requisitions, for which there were 490 amendments; extended 166 institutional contract agreements; responded to 71 audit/management letters; and evaluated some 1,489 vendor applications. The number of pieces of correspondence received and actions taken by the Division amount to 25,200. This figure excludes facsimiles sent in connection with bids and requests for proposals.

83. The above workload statistics indicate that, while the procurement volume decreased by approximately 2 per cent when compared with that of 1996, the number of contracts remained almost the same, declining by only 0.04 per cent (from 256 to 246). At the same time, the number of purchase orders issued increased by 31 per cent (from 2,841 to 3,723). Further, there was an increase of 11 per cent (from 64 to 71) in the number of audit reports/management letters answered by the Division. This brief analysis conclusively demonstrates that procurement value, per se, is not a true indicator of workload. In fact, while the peacekeeping mission requirements, in value terms, have been continuously declining, the numbers of contracts and so on effectively do not show proportionate reduction for the simple reason that, with the reduction in troops, the requirement for all goods and services continues though with reduction in their value.

84. In addition to the workload statistics provided, there are other areas that demand and consume substantial amount of time and effort of the Division. Some of these are:

(a) Receiving and meeting with suppliers and mission/trade representatives of Member States;

(b) Participating at business seminars organized by the trade associations and Member States both in New York and overseas;

(c) The increase in the number of audits, including special studies and reviews, results in spending a considerable amount of time with the auditors in interviews or in order to provide information/clarifications;

(d) As demanded by Member States and auditors, Professionals interact closely with substantive offices and with the Office of Legal Affairs on a regular and ongoing basis to prepare, monitor and execute procurement plans;

(e) Continued efforts to expand the concept and use of systems contracts require extra efforts and time in formulating requirements and specifications, evaluation of offers, prolonged negotiations and preparation of complex contract documents and closer and more vigilant contract monitoring on an ongoing basis. This approach was concurred with by the Advisory Committee on Administrative and Budgetary Questions in paragraph 10 of its report of 4 December 1996 on procurement reform (A/51/7/Add.3);

(f) The ongoing procurement reform process has placed additional demands on the Procurement Division's scarce resources by way of:

(i) Continuous review and updating of procurement guidelines and procedures;

(ii) Updating and expansion of the vendor database requires additional efforts to approach Member States to solicit their help and following up with applicants seeking clarifications/additional information in order to process their applications further, for example, a total of 1,725 applications packages were prepared and sent out, though only 645 responded;

(iii) In order to identify new sources and broaden the geographical base, procurement Professionals routinely survey various databases and invite new vendors in addition to those already registered, which requires pre-qualification before assessment of their bids, resulting in their being registered as provisional (803 cases);

(iv) With the Headquarters Committee on Contracts consideration process becoming more intensive, additional time is now required in preparing more detailed presentations with exhaustive documentations;

(g) While peacekeeping operations are declining, liquidation and/or downsizing of missions creates substantial additional workload in the form of air charter, shipment of contingent-owned equipment, closing of contracts, resolution of disputes and providing information/support for arbitration cases;

(h) Implementation of reforms announced by the Secretary-General and endorsed by the General Assembly has resulted in the establishment of a Task Force for Common Services. One of the major items for the Task Force is procurement reform. The Procurement Division, in addition to implementing its own reform processes is now actively and closely involved with the Working Group on Procurement. This effectively requires considerable time and effort on the part of its Professional and supervisory staff.

85. During 1997, in the context of the report of the Secretary-General of 27 October 1997 on procurement reform (A/52/534 and Corr.1) and the related report thereon by the Advisory Committee on Administrative and Budgetary Questions, effective July 1997 the Transportation Section, including the Travel and Transportation Units, was separated from the Division and established as a separate entity, the Travel and Transportation Service (see below). In this connection, two posts at the General Service level funded from the support account were transferred to the new service.

86. In accordance with the resolutions adopted by the General Assembly with regard to the use of gratis personnel and as noted by the Advisory Committee on Administrative and Budgetary Questions in paragraph 15 of its report (A/52/7/Add.3), the Division will complete the phasing out of its five gratis personnel by 31 July 1998.

87. It is proposed to maintain the current numbers of support account posts provided for the Section, which has 29 posts funded from the account: 1 P-5 (Senior Procurement Officer), 8 P-4 (Procurement Officers), 9 P-3 (Procurement Officers) and 11 General Service posts (procurement assistant/secretary). In addition, an amount of $10,000 is required to cover overtime costs to allow the Division to meet deadlines inherent to the nature of work at Headquarters pertaining to backstopping required by peacekeeping operations.

Table 13
Procurement Division

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
Professional category and above										
D-1	1	1	—	—	—	—	—	—	1	1
P-5	1	1	1	1	1	1	—	—	3	3
P-4	2	2	8	8	—	—	—	—	10	10
P-3	4	4	9	9	1	1	4	—	18	14
P-2/P-1	3	3	—	—	—	—	—	—	3	3
Subtotal	**11**	**11**	**18**	**18**	**2**	**2**	**4**	**—**	**35**	**31**
General Service category										
Other levels	26	26	11	11	4	4	—	—	41	41
Subtotal	**26**	**26**	**11**	**11**	**4**	**4**	**—**	**—**	**41**	**41**
Total	**37**	**37**	**29**	**29**	**6**	**6**	**4**	**—**	**76**	**72**

(e) Travel and Transportation Service

88. As explained earlier in the context of the reports of the Secretary-General on procurement reform (A/52/534 and Corr.1) and the related report thereon by the Advisory Committee on Administrative and Budgetary Questions, effective July 1997 the Transportation Section, including the Travel and Transportation Units, was established as a separate entity, the Travel and Transportation Service.

89. The Travel and Transportation Service arranges and monitors the transportation, accommodation and routing of all travel undertaken at United Nations expense, including troop movements and rotations of up to 20 individuals. It is responsible for the shipment of household goods and personal effects from and to worldwide locations, including shipments by civilian personnel and military observers appointed to peacekeeping missions. Major travel and transportation reporting to various United Nations bodies is prepared and coordinated by the Service. It issues travel documents for United Nations, specialized agency and peacekeeping personnel. It coordinates the issuance of host country visas and reports all changes at Headquarters to the host country. This activity also covers the provision of residency visas and other host country-related tasks for government-provided personnel serving with the United Nations at Headquarters. The Service makes policy recommendations on all travel and transportation issues to the Assistant Secretary-General for Central Support Services. It manages all official vehicles at Headquarters, controls the provision of office supplies to the Organization and the receipt of goods and equipment.

90. As can be seen from the above description of the functions of the Service, services provided to the peacekeeping operations represent a significant part of transportation activities (approximately 18.9 per cent). The two peacekeeping support account posts that were made available to the Service constitute 6.4 per cent of its staff resources.

91. The scaling down of the size of some peacekeeping operations does not immediately translate into a reduction of workload for the Travel and Transportation Service. The repatriation of civilian personnel and military observers actually increases the workload of the Service. Accordingly, it is proposed to maintain the current number of posts (two General Service) for the Service for the period from 1 July 1998 to 30 June 1999.

Table 14
Travel and Transportation Service

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category										
P-5	1	1	—	—	—	—	—	—	1	1
P-4	2	2	—	—	—	—	—	—	2	2
Subtotal	**3**	**3**	**—**	**—**	**—**	**—**	**—**	**—**	**3**	**3**
General Service and related categories										
General Service (Principal level)	2	2	—	—	—	—	—	—	2	2
General Service (Other levels)	20	20	2	2	5	5	—	—	27	27
Trades and Crafts	21	21	—	—	4	4	—	—	25	25
Subtotal	**43**	**43**	**2**	**2**	**9**	**9**	**—**	**—**	**54**	**54**
Total	**46**	**46**	**2**	**2**	**9**	**9**	**—**	**—**	**57**	**57**

Non-post requirements

92. *General temporary assistance.* Provision is made in an amount of $56,000 to cover periods of maternity leave, extended sick leave and peak workload for the Department.

93. *Rental of premises.* Provision is made in the amount of $1.2 million for the rental of premises based on revised standard common services costs.

94. *Rental of office equipment.* A provision of $20,600 is made for the rental of photocopying machines and paper.

95. *Communications.* Provision of $50,400 made for telephone rental and local telephone charges.

96. *Maintenance of office equipment.* A provision of $28,000 is requested for computer maintenance of 40 computers at standard cost rates of $550 per computer and $150 per computer for desktop software.

97. *Supplies and materials.* A total of $13,000 is requested under this heading for office supplies.

Secretariat of the Advisory Committee on Administrative and Budgetary Questions

98. Effective 1 January 1998, the requirements of the Advisory Committee on Administrative and Budgetary Questions previously met under the support account are being met from the regular budget, as decided by the General Assembly in its resolution 52/220.

2. Executive Office of the Secretary-General

Table 15
Overall requirements

	Expenditures July 1996-June 1997	*Approved July 1997-June 1998*	*Expenditures July-December 1997*	*Proposed July 1998-June 1999*
Salaries	366.3	241.6	85.9	246.8
Common staff costs	132.2	96.8	31.8	98.9
Consultants	—	—	—	—
General temporary assistance	—	—	—	—
Overtime	4.8	—	4.3	2.5
Travel	—	—	—	—
Training	—	—	—	—
Communications	—	1.8	—	1.8
Other	—	1.2	—	1.2
Total	**503.3**	**341.4**	**122.0**	**351.2**

99. The Executive Office of the Secretary-General has three posts authorized for the current period. These posts are used for backstopping support for peacekeeping activities of the Office of the Secretary-General. Such support includes providing policy direction to departments with direct responsibility for peacekeeping operations and coordinating programmes and components of the system that have an impact on or contribute to various aspects of peacekeeping.

100. It is proposed to maintain the current number of posts provided for the Executive Office of the Secretary-General: one D-2 (Director), one P-5 (Senior Political Affairs Officer) and one General Service (Secretary). In addition, provision of $2,500 is made to cover overtime costs to allow the Executive Office to meet deadlines inherent in the nature of work at Headquarters pertaining to backstopping required by peacekeeping operations.

101. Provision of $1,800 has also been made for telephone rental and local telephone charges and $1,200 is requested for office supplies.

Table 16
Executive Office of the Secretary-General

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
Under-Secretary-General	1	1	—	—	—	—	—	—	1	1
Assistant Secretary-General	2	—	—	—	—	—	—	—	2	—
D-2	2	5	1	1	—	—	—	—	3	6
D-1	6	3	—	—	—	—	—	—	6	3
P-5	4	3	1	1	—	—	—	—	5	4
P-4	8	5	—	—	—	—	—	—	8	5
P-3	4	5	—	—	—	—	—	—	4	5
P-2/P-1	3	3	—	—	—	—	—	—	3	3
Subtotal	**30**	**25**	**2**	**2**	**—**	**—**	**—**	**—**	**32**	**27**
General Service and related categories										
General Service (Principal level)	5	5	—	—	—	—	—	—	5	5
General Service (Other levels)	41	35	1	1	—	—	—	—	42	36
Security Service	1	—	—	—	—	—	—	—	1	—
Subtotal	**47**	**40**	**1**	**1**	**—**	**—**	**—**	**—**	**48**	**41**
Total	**77**	**65**	**3**	**3**	**—**	**—**	**—**	**—**	**80**	**68**

3. Office of Legal Affairs

Table 17
Overall requirements

	Expenditures July 1996-June 1997	*Approved July 1997-June 1998*	*Expenditures July-December 1997*	*Proposed July 1998-June 1999*
Salaries	190.6	248.0	76.7	252.4
Common staff costs	60.8	99.5	15.6	101.2
Consultants	—	—	—	—
General temporary assistance	—	—	—	—
Overtime	—	—	—	—
Travel	—	—	—	—
Training	—	—	—	—
Communications	—	3.0	—	3.0
Other	—	2.0	—	2.0
Total	**251.4**	**352.5**	**92.3**	**358.6**

102. The Office of Legal Affairs provides support to peacekeeping operations through two divisions, the Office of the Legal Counsel and the General Legal Division. The Office of the Legal Counsel is concerned mainly with the legal issues arising from the policy and political decisions taken by the Organization, as well as the legal framework for the establishment of peacekeeping missions. The General Legal Division provides support overall to the operational and commercial activities of the peacekeeping missions. Both Divisions frequently work together on assignments relating to peacekeeping operations. It is, therefore, important to bear in mind that human resources provided to the Office of Legal Affairs from the support account have an impact not only on the General Legal Division but on the Office of Legal Affairs as a whole and, in particular, the Office of the Legal Counsel.

103. At present, the General Legal Division has 20 attorneys, including the 3 Professional posts funded from the support account. The 20 attorneys are organized into four clusters which provide legal support and assistance for the legal issues dealt with by the Division: (a) peacekeeping support matters; (b) substantial contracts/procurement matters; (c) administration and management matters; and (d) support for matters concerning the separately funded institutions (e.g., UNDP, UNICEF and UNFPA). The work of each cluster falls within the supervision of one of two Principal Legal Officers (D-1), with overall direction and supervision coming from the Director of the Division. The attorneys in each cluster devote at least half of their time to the work of that cluster and a substantial amount of time to the work of other clusters, as necessary, to assist in meeting the demands placed upon the Division for legal support and assistance.

104. Posts for attorneys in the General Legal Division are funded with resources provided from either the regular budget (12 posts), from the support account (currently 3 posts, 1 P-5, 1 P-4 and 1 P-3) or from the separately funded programmes and funds (5 posts) for which this Office provides legal support and assistance, most particularly UNDP, UNOPS, UNICEF and UNFPA. The regular budget programme covers a wide spectrum of activities

in support of the Secretariat, ranging from the commercial legal work arising from staff entitlement and claims. This work, of course, encompasses the operational and commercial activities of DPKO and its Field Administration and Logistics Division. Additionally, the Division has been stationed in the more difficult missions. However, DPKO requests for similar support in other missions has had to be declined because of the inability to fill vacancies and difficulty of responding to the growing work demands placed on the Division at Headquarters.

105. The figures for the total time logged by attorneys in the General Legal Division during 1997 demonstrate that those attorneys, despite a significant number of vacancies during the year, logged more than the amount of time that attorneys in the Division would have regularly logged without such vacancies. Within that context, its attorneys logged the equivalent of 7.6 regular staff years in providing legal support and assistance for the Organization's peacekeeping operations. Moreover, peacekeeping work accounted for over 41 per cent on a regular time basis, that is, regular hours made available from all budgetary sources.

106. Of particular note is the volume of peacekeeping-related matters currently being handled by the General Legal Division, as well as the substantial number of claims, disputes and arbitrations being dealt with by the Division. Those activities demonstrate that, even with the scaling back of the Organization's peacekeeping operations, demands for legal support and assistance arising from or relating to peacekeeping activities will continue unabated for the foreseeable future. Indeed, experience has shown that, once contractors become aware that a mission with its opportunities for further business is due to be wound up, they start to submit formal claims that might have been absorbed had the mission continued.

107. It is proposed to maintain the current number of posts provided for the General Legal Division: one P-5 (Legal Officer), one P-4 (Legal Officer)and one P-3 (Legal Officer). In addition, provision of $3,000 is requested for telephone rental and local charges and $2,000 for office supplies.

Table 18
General Legal Division

	Regular budget		*Temporary posts*						*Total*	
			Support account		*Other*		*Gratis personnel*			
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
D-2	1	1	—	—	—	—	—	—	1	1
D-1	1	1	—	—	1	1	—	—	2	2
P-5	4	4	1	1	1	1	—	—	6	6
P-4	3	3	1	1	—	—	—	—	4	4
P-3	3	3	1	1	1	1	—	—	5	5
P-2/P-1	—	—	—	—	2	2	—	—	2	2
Subtotal	**12**	**12**	**3**	**3**	**5**	**5**	—	—	**20**	**20**

	Regular budget		Temporary posts: Support account		Temporary posts: Other		Temporary posts: Gratis personnel		Total	
	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999	1997-1998	1998-1999
General Service category										
Other levels	5	6	—	—	4	4	—	—	9	10
Subtotal	**5**	**6**	**—**	**—**	**4**	**4**	**—**	**—**	**9**	**10**
Total	**17**	**18**	**3**	**3**	**9**	**9**	**—**	**—**	**29**	**30**

4. Office of Internal Oversight Services

Table 19
Overall requirements

	Expenditures July 1996-June 1997	Approved July 1997-June 1998	Expenditures July-December 1997	Proposed July 1998-June 1999
Salaries	816.5	841.5	380.1	920.9
Common staff costs	274.4	337.5	141.4	369.3
Consultants	—	—	—	—
General temporary assistance	—	—	—	—
Overtime	—	—	—	—
Travel	—	—	—	20.0
Training	—	—	—	—
Communications	—	6.6	—	6.6
Other	—	10.6	—	4.4
Total	**1 090.9**	**1 196.2**	**521.5**	**1 321.2**

(a) Audit and Management Consulting Division

108. The Audit and Management Consulting Division of the Office of Internal Oversight Services has a total of 11 posts funded from the support account currently authorized. According to the Division's 1998-1999 audit plan, approximately 1,600 audit-days, equivalent to nine auditor posts, will be required to provide audit coverage for peacekeeping operations for the period from 1 July 1998 to 30 June 1999. These estimates are based on past experience with peacekeeping audits. The audit coverage includes the liquidations of UNOMIL, UNTMIH and UNAMIR. The Chief of Section (P-5) provides planning and supervision and one General Service post provides secretarial and other support functions.

109. For the first half of the current period from 1 July to 31 December 1997, over 900 days were actually spent on audits of peacekeeping operations, which were equivalent to 9 posts, excluding time spent for supervision, secretarial and support functions. The Division expects to maintain a similar activity for the period from 1 January to 30 June 1998.

110. It is proposed to maintain the current level of staffing funded from the support account for the Division for the period starting on 1 July 1998. Provision is made in the amount of $6,600 for telephone rental and local telephone charges and of $4,400 for office supplies.

(b) Investigations Section

111. The Investigations Section currently does not have any posts funded from the support account despite the fact that it has provided assistance for peacekeeping operations on cases involving the following missions: UNAVEM, UNOSOM, UNDOF, UNFICYP, UNMIH, UNTAES and UNPREDEP. The work performed has resulted in significant savings to the Organization.

112. The work of the Section is primarily reactive, that is, the Section reacts to reports received, pursuant to paragraph 18 of ST/SGB/273. In 1997, reports received relating to peacekeeping totalled 32 per cent of the Section's workload. Given the seriousness of those matters and their impact on the Organization, 678 person-days were expended on peacekeeping matters in 1997. In this regard, it should be noted that the Section has not been able to respond to all requests by DPKO for investigative assistance and some requests had to be significantly deferred/delayed owing to a serious shortage of staff resources to perform the necessary investigations. Moreover, in order to conduct the investigations that have been undertaken by the Section, it has been necessary for the staff to work well in excess of the standard seven-hour day.

113. Because of its relatively short history and its particular "reactive" mandate provisions, the Section cannot provide precise figures on the number of reports it will receive or the number of person-days it will require to address reports made to the Section in the future. Therefore, on the assumption that the same level of involvement in peacekeeping operations will occur in the 12-month period from 1 July 1998 to 30 June 1999 as occurred during January to December 1997, the Section projects that 678 person-days will be spent on peacekeeping matters during the period.

114. On the basis of the above, two new support account posts (one P-4 and one General Service (Other level) are requested to provide the required investigative assistance to peacekeeping operations. Provision of $20,000 is requested to cover the costs of investigation travel by staff in the Office.

Table 20
Office of Internal Oversight Services

	Regular budget		*Temporary posts*							
			Support account		*Other*		*Gratis personnel*		*Total*	
	1997-1998	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*	*1997-1998*	*1998-1999*
Professional category and above										
Under-Secretary-General	1	1	—	—	—	—	—	—	1	1
D-2	1	1	—	—	—	—	—	—	1	1
D-1	4	4	—	—	—	—	—	—	4	4
P-5	12	12	1	1	—	—	—	—	13	13
P-4	17	17	6	7	—	—	1	—	24	24
P-3	13	13	3	3	—	—	1	—	17	16
P-2/P-1	8	8	—	—	—	1	—	—	8	9
Subtotal	**56**	**56**	**10**	**11**	**—**	**1**	**2**	**—**	**68**	**68**
General Service category										
Principal level	10	9	—	—	—	—	—	—	10	9
Other levels	15	17	1	2	—	—	—	—	16	19
Subtotal	**25**	**26**	**1**	**2**	**—**	**—**	**—**	**—**	**26**	**28**
Total	**81**	**82**	**11**	**13**	**—**	**1**	**2**	**—**	**94**	**96**

Annex III

Trust fund resources

(United States dollars)

	1996-1997 expenditures
Lessons learned trust fund	953 932
Trust Fund for the Financing of a United Nations International Conference on Medical Support for Peacekeeping Operations	145 759
Trust Fund for Improving Preparedness for Conflict Prevention and Peacekeeping in Africa	50 676
Trust Fund for the Rapidly Deployable Mission Headquarters	—
Trust Fund for Assistance to Military Officers on Loan from Governments in Support of Peacekeeping	225 428
Total	**1 375 795**